

CORRELATION AMONG THE ARMY OFFICER COMBAT IDENTIFIER,  
PERSONALITY, AND CAREER SATISFACTION

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MASTER OF MILITARY ART AND SCIENCE  
General Studies

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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the U.S. Army Command and General Staff College or any other governmental agency. (References to the study should include the foregoing statement.)

## ABSTRACT

CORRELATION AMONG THE ARMY OFFICER COMBAT IDENTIFIER, PERSONALITY, AND CAREER SATISFACTION, by Major Laura Jean Garren, 87 pages.

Retaining quality officers in today's volunteer Army is critical. Personality should be considered during the selection process to assist in placing officers in a career branch suited to their character. The Army accessions board looks at several things when selecting a lieutenant for his or her initial branch.

One thing overlooked during this process is personality. The senior leader in the officer-producing program will submit their impression of the lieutenant's potential and recommends a career branch where they think the cadet will do well. This is the only time the lieutenant's character is considered. Personality is the most overlooked detail in an officer's selection for branch.

Some personality types may be more successful in one career path over another. The correlation among personality temperaments and satisfaction within a combat identifier in the US Army is examined in this paper. Personality type is measured by the Myers-Briggs Type Indicator (MBTI).

Retaining high quality career officers in the US Army may be enhanced if personality is considered when selecting career branch. Therefore if a correlation exists between success in a combat identifier and personality, considering personality as a factor of branch selection, increases the chance of success, career satisfaction and ultimately retention.

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## ACRONYMS

AOC	Area of Concentration
CA	Combat Arms (Infantry, Armor, Aviation, Field Artillery, Air Defense, Combat Engineers, and Special Forces)
CGSC	Command and General Staff College
CS	Combat Support (Signal Corps, Military Police, Military Intelligence, Civil Affairs, and Chemical Corps)
CSS	Combat Service Support (Adjutant General, Finance, Transportation, Ordnance, and Quartermaster)
DOTMLPF	Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities
E	Extrovert as defined by Meyers and Briggs
F	Feeler as defined by Meyers and Briggs
FA	Functional Areas (Psychological Operations, Foreign Area Officer, Information Systems Management, Acquisition Corps, and others)
GDP	Graduate Degree Programs
HRC	Human Resources Command
I	Introvert as defined by Meyers and Briggs
J	Judgmental as defined by Meyers and Briggs
MBTI	Myers-Briggs Type Indicator
MDMP	Military Decision Making Process
N	iNtuition as defined by Meyers and Briggs
NF	Combination of the personality type indicators of Intuition and Feeler, also known as the Idealist Temperament
NT	Combination of the personality type indicators of Intuition and Thinker, also known as the Rational Temperament
OCS	Officer Candidate School



P	Perceiver as defined by Meyers and Briggs
QA	Quality Assurance
ROTC	Reserve Officer Training Corps
RTO	Research and Technology Organization
S	Sensor as defined by Meyers and Briggs
SB	Special Branches (Judge Advocate General, Chaplain Corps, Medical Corps, Dental, Veterinary, Army Medical Specialist, Army Nurse Corps, and Medical Service)
SJ	Combination of the personality type indicators of Sensor and Judgmental, also known as the Guardian Temperament
SP	Combination of the personality type indicators of Sensor and Perceiver, also known as the Idealist Temperament
T	Thinker as defined by Meyers and Briggs
TTP	Tactics, Techniques, and Procedures
US	United States

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## CHAPTER 1

### INTRODUCTION

Proposed Research Question: Are there correlations among the Army Combat Identifier (CI), personality type and career satisfaction?

Hypothesis: There is no correlation between Army CI, personality type and career satisfaction.

Address at West Point, circa 1950:

If I were asked to define leadership, I should say it is the projection of personality. It is the most intensely personal thing in the world because it is just plain you. The qualities that distinguish a leader from other men are courage, will power, initiative, and knowledge. If you have not got those qualities you will not make a leader; *if you have them, you will.*

Field Marshal Sir William Slim

Thesis: This study will investigate the correlation among personality types using the Myers-Briggs Type Indicator (MBTI) and Keirsey's Temperaments, career satisfaction and Combat Identifiers (CI) in the Army. A survey will be administered to career Army officer students attending Command and General Staff College (CGSC) at Fort Leavenworth, Kansas, courses in 2004 and 2005.

#### Introduction

Why is it important to consider personality when determining an officer's career? Are there "typical" personality types found in each combat identifier? Are certain people drawn to particular occupational fields? Could personality have anything to do with success and satisfaction in a career branch? Is there a correlation between personality, an officer's combat identifier and job satisfaction in the Army? These questions have often

been asked but rarely studied. Other questions include how would using personality as a career counseling tool affect retention? What is the link between job satisfaction and retention? What are the implications of this research and how might it impact the future Army? What other research should be done? These questions will be answered but first it is important to understand how the Army selects the career path for its officers.

According to Department of the Army Pamphlet 600-3, Chapter 3, “The Officer Personnel Management System and Career Management,” the needs of the officer are taken into account when making decisions on the officer’s behalf in his career. These considerations include “career expectations, *job satisfaction*, discipline, priorities, leader abilities, educational aptitude, importance of family and cultural values.”<sup>1</sup> According to the pamphlet it is important to the Army that its officers are satisfied in their careers. This should begin in the accessions process by considering personality type when selecting the officer’s initial career branch.

Upon commissioning, officers are assigned to a basic branch. Some officers selected for a combat support or combat service support CI are branch detailed into a combat arms branch for two to four years before they are moved into their career branch. These officers will attend a combat arms officer basic course and then after their combat arms obligation is complete, will attend the advance course in their career branch.<sup>2</sup> The Army carefully selects and develops officers and accesses them into specific branches to fulfill the needs of the Army and the needs of the officer. This method is meant to increase the probability of retaining high quality officers to fill the long-range needs of Army leadership. An officer who is happy in his career is more likely to make the Army a lifetime profession. So why does personality need to be a factor in career selection?

The first question is what is personality? Doctor Sigmund Freud, a Swiss doctor of neuropsychiatry (early 1900s), suggested that human personality falls into three significant components: the id, the ego, and the superego. He believed personality is shaped by the inter-workings and conflicts of these components.<sup>3</sup> Doctor Carl G. Jung, a contemporary of Freud's, calls personality a "Psychological Type"<sup>4</sup> He bases his conclusions on an investigation of his twenty years of work as a doctor of neuropsychiatry. According to Doctor Jung, his comparisons of "many cases" made it clear to him that there were fundamentally different attitudes and that he could divide human attitudes into two different groups. Doctor Jung did not indicate in his book just how many cases he studied before coming to these conclusions. He believed that people had an instinctual foundation.<sup>5</sup> He called these different attitudes "extroversion and introversion."<sup>6</sup> Isabel Briggs-Myers and her mother, Katharine Briggs, created an instrument to identify personality types, the Myers-Briggs Type Indicator (MBTI), based on Doctor Jung's theories.

Isabel Meyers concluded from her studies that there were four primary differences in people's personalities. These differences she labeled "preferences"<sup>7</sup> The MBTI is a series of questions designed to measure the individual's responses to indicate how a person prefers to interact with the world. She determined there are four sets of preferences. These are discussed in detail in chapter 2. David Keirsey became interested in "typewatching" after reviewing Isabel Myers' research. Doctor Keirsey states:

I soon found it convenient and useful to partition Myers's sixteen types into four groups, which she herself suggested in saying that all four of what she referred to as the "NFs" were alike in many ways and that all four of the "NTs" were alike in many ways -- although what she called the "STs" seemed to me to have very little in common, just as the "SFs" had little in common. However, four earlier

contributors, Adickes, Spranger, Kretschmer, and Fromm, each having written of four types of character, helped me to see that Myers's four "SJs" were very much alike, as were her four "SPs." Bingo! Typewatching from then on was a lot easier, the four groups -- SPs, SJs, NFs, and NTs -- being light years apart in their attitudes and actions.

Based on his observations, David Keirsey defined his temperaments. This study will use these Temperaments as the primary grouping for personality. The Keirsey Temperaments are discussed in greater detail in chapter 2.

### Assumptions

The following assumptions relate to this research:

1. Students have retained the results of their MBTI.
2. All Army students given this survey will answer honestly and to the best of their ability.
3. The population consists of officers who have decided to make the Army a career.
4. Officers selected for CGSC are considered successful.

### Limitations-Delimiters

A successful Army officer is defined as a major who was board selected to attend the CGSC resident course in 2004-2005. However, other successful officers not used for this study are those who took the CGSC course through the non-resident option; these officers were not available to take the MBTI or the survey.

The survey depends on the willingness of the officers to divulge their personality types. All students attending the Command and General Staff College (CGSC) were offered the MBTI during week two of the course. This instrument was administered to



provide the results as information for the individual officer's use to assist him or her in identifying personality preferences that may be useful in their careers and possible weaknesses that, once identified, may need adjustment. So, if the student does not wish to volunteer this information his or her data was not used for the study.

Only Army officers attending the resident course of CGSC at Ft Leavenworth, Kansas in 2004-2005 were given the survey. The demographics are listed in Tables 1 and 2. The survey was developed by the author and approved by the Quality Assurance (QA) office at Fort Leavenworth to insure all information was collected legally and ethically. In Table 1 the demographic description is given of the Army population of CGSC class 2004-2005 and shows 91% male and 9% female. This group may be further described as 90% Active Component, 5% Army Reserve, and 5% Army National Guard. Of the 722 surveys distributed 423 were returned for study. After a review of all returned surveys it was determined 123 surveys returned were unusable. This will be discussed further in the survey breakdown. As shown in Table 2, of the 300 surveys used in this study 90% were male, 9.6% were female and 0.4% chose not to answer the gender question. The component breakdown shows 90% Active component, 4% Army Reserves, and 6% National Guard thus a representative sample from the CGSC class of 2005.

Table 1. Demographics of CGSC Class of 2005 (Army)						
Branch of Service	Male	Female	Active	Reserve	Guard	Total
Army	658 (90%)	64 (10%)	651 (90%)	37 (5%)	34 (5%)	722

Table 2. Demographics of Surveys used for study							
Branch of Service	Male	Female	Unk	Active	Reserve	Guard	Total
Army	269 (90%)	29 (10%)	2 (0.4%)	271 (90%)	12 (5%)	17 (5%)	300

### Benefits

It may be possible that taking personality into account during the recruiting and accessions process will improve job satisfaction and retention. If the Army chooses to consider personality while counseling new entrants on their career path some changes will need to be made. This may be explained using the Army's DOTMLPF (Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities).

Doctrine has many definitions. For the purpose of this study doctrine is defined as the process of translating requirements into publications that prescribe doctrine, tactics, techniques and procedures (TTP).<sup>8</sup> Doctrine will change in that accessions and recruiting methods will change. Adding a personality instrument during the later stages of officer cadet/candidate evaluations prior to acceptance into an officer-producing program or prior to the accessions process is necessary to insure the officer is placed into a combat identifier compatible to his/her personality. For example, individuals with the Keirsey characteristics of NT or SJ are compatible with combat arms and combat support.

Organization is the process of translating organization requirements into unit models.<sup>9</sup> The changes in organization may occur once personality and the dynamics of how a mixture of complimentary temperaments and character types may increase mission success are better understood.

Training is described as the conception, development, and execution of solutions to training requirements identified through the combat development process<sup>10</sup> which enables performance and support of the mission. It may prove more economical to the Army by accessing officers into combat identifiers with the intent of increasing compatibility. This could increase in retention and result in fewer officers leaving the service due to dissatisfaction, this could reduce the cost of training replacements.

The definition of material development is the conception, development, and execution of solutions to material requirements.<sup>11</sup> It will be necessary to either purchase a personality indicator instrument or create one. This will require a financial investment in the short term but will be cost effective with time. Also, dedicated computer space for running the type indicator program and storing/consolidating the data will be needed.

From a requirements perspective, leadership and education describes specific skills and procedures which must be taught to individuals and units.<sup>12</sup> Leaders will need to be trained on MBTI and how to interpret the results in order to properly counsel junior officers. The Army may identify the leadership style of each officer's character preference by including personality indicators in the selection process. This will also provide insight to mentors who may use this information during counseling and grooming of future leaders. Some leadership styles are innate or natural while others must be taught. For example, by knowing the junior officer's natural style his mentor may assist in his growth by building on strengths and teaching him how to overcome his weaknesses.

The personnel component of DOTMLPF is primarily to ensure that qualified personnel are there to support a capability. This includes identification of the knowledge,

skills, abilities, and competencies needed to perform a position, job, or task.<sup>13</sup> This is the primary reason for considering an officer's character preferences and personality when selecting a career path. By identifying and understanding personality preferences leadership may have a tool for creating team synergy.

Facilities are the mission's needs and the impact on facilities identified by the implications of their resolution.<sup>14</sup> Computers and a dedicated place for the MBTI data will be needed to insure the information gathered using the MBTI is not compromised.

How will the results of this study affect the individual officers? As individuals seeking a lifetime career, people look for a job that satisfies certain criteria. These include, but are not limited to, adequate support for their families, challenging and stimulating work, compatible teammates, and upward mobility. Yet how will a new lieutenant know what career path is challenging and stimulating? Many entrants think they know what career they want based on input from friends and relatives and request a career path that seems exciting or fulfilling only to discover it was not what they thought it would be. By providing the MBTI and using the results to guide and counsel these new officers, mentors may help them discover career options best suited to their personalities. Once MBTI results are included in the accession process, the officer may begin his career in a position that provides the right kind of stimulation and career advancement he/she is looking for. The officer may then be satisfied in the work environment and more likely to remain in the Army until retirement thus resulting in saving of time and resources.

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<sup>1</sup>Department of the Army Pamphlet 600-3, Chapter 3, Paragraph 3-2e.

<sup>2</sup>Ibid., para. 3-4d(5).

<sup>3</sup>Ernest Jones, *Definition of Sigmund Freud*, ed. and abridged by Lionel Trilling and Steven Marcus (New York, NY: Basic Books, 1961).

<sup>4</sup>R.F.C. Hull and C.G. Jung, *C.G Jung: The Collected Works of Psychological Types*, Vol. 6, Bollingen Series XX (Princeton, NJ: Princeton University Press, 1971)  
Para 971

<sup>5</sup>Ibid., para 971

<sup>6</sup>Ibid., para 972

<sup>7</sup> [http://www.personalitypathways.com/MBTI\\_inrto.html](http://www.personalitypathways.com/MBTI_inrto.html)

<sup>8</sup>CGSC Force Management Lesson 111 and 112 briefing slides

<sup>9</sup>Ibid.

<sup>10</sup>Ibid.

<sup>11</sup>Ibid.

<sup>12</sup>Ibid.

<sup>13</sup>Ibid.

<sup>14</sup>Ibid.

## CHAPTER 2

### LITERATURE REVIEW

The purpose of this research is to determine if personality as described by the MBTI and Keirsey's Temperaments is a factor that influences success as an officer in the US Army. Individual personality has much to do with the work environment, as stated in one article in Business and Legal Reports, "The use of personality tests is less common but gaining in popularity. . . . The benefits of using these tests include an increased ability to predict probable attitudes and behaviors that could ultimately influence the individual's success or failure and, therefore, impact the company's profitability and efficiency." <sup>1</sup>

Other studies in how personality affects potential in the military indicate trends in successful military careers and the link to personality types. As discussed in "The Utility of Personality Measures in the Admissions Process at the United States Naval Academy." The authors, Thomas Foster Jr. and Kamyar Pashneh - Tala state, "research shows that personality can and does impact a person's ability to perform in a military and academic environment (Roush 1989)." <sup>2</sup> "The study examined the ability of three personality measures to predict midshipmen attrition at the United States Naval Academy." <sup>3</sup> This study suggests using the MBTI and a Personal History Questionnaire (PHQ) to improve prediction of voluntary attrition. <sup>4</sup>

In a research paper presented to the Research Department at the Air Command and Staff College titled: "Strategic Leadership Development: An Operation Domain Application" <sup>5</sup> Major Berlain Hatfield Jr. (1997) uses the MBTI to illustrate the need for understanding and balance of one's personality types. By understanding both the

strengths and the weaknesses of one's personality "type" leaders can work to balance those strengths and weaknesses and improve leadership potential. This is called the "individuation process" which "specifically involves developing an awareness of strengths, weaknesses and preferences."

Major Hatfield uses the MBTI and the Strategic Leadership Development Inventory to facilitate an objective self-assessment that identifies personal skills and attributes which contribute to or detract from leadership effectiveness. His purpose is to contribute to the understanding, identification, and development of effective leadership skills and attributes so as to maximize an individual's leadership effectiveness.<sup>6</sup>

In "Leadership: The Personality Factor"<sup>7</sup> a relationship between military leadership and personality is made by comparing the MBTI attributes, Keirsey Temperaments and the leadership types needed for success in military leaders. Lieutenant Commander Jane Moraski (2001) found that four personality types are in the majority for effective military leaders. These types are ISTJ, ESTJ, ENTJ, and INTJ.<sup>8</sup> She states that, "The military stresses the importance of taking care of people, yet how can they expect qualities of compassion and caring from military leaders who are predominantly (90%) Thinkers?" By comparing the personality types of General MacArthur (ENTJ) and Admiral Nimitz (ESTJ) LCDR Moraski shows the difference one preference in personality can make in leadership style. LCDR Moraski states in her conclusion that there are "common threads between personality [types] and military leaders." Her study emphasizes that individuals with personality traits that are balanced are effective leaders. She states that the challenge of leadership is to "know yourself, know your people, [and]

know your enemy.” Some tools available to assist in the acquisition of this knowledge are the MBTI and Keirsey Temperaments.<sup>9</sup>

Another study using the Keirsey Temperaments as a tool for understanding personality preferences relates to planning using the Military Decision Making Process (MDMP), “which is conducted by people with individual personalities.”<sup>10</sup> MAJ David Danikowski (2001) states that personality affects how people behave, think, and demonstrate attitude. Understanding personality can facilitate commanders and their staff to increase planning competence. For example SPs dislike planning due to their spontaneous nature. However, the SP’s point of view generates alternatives that should be taken into account during the planning process. He suggests a potential planning team might be a combination of SJ, NF and NT temperaments for optimal MDMP planning.<sup>11</sup>

Best results may be obtained as the SJ planners will ask the “what” type questions and require detailed procedure and systematic analysis to determine what direction must be taken. The NF planners provide a mission analysis that looks beyond the literal requirements. NF planners ask the question “who” and consider the effects of the battle on both enemy and friendly soldiers and leaders. The NT planner asks the question “why” then looks for the answer. On the other hand SPs may ask the “what if” questions. By asking these questions natural to each personality a well-rounded and complete course of action can be devised. Danikowski’s study represents a possible mix of temperaments that would enhance any planning team.

Leader understanding of individual personality types may help them to understand the dynamics of any given team and they may use those talents and inherent preferences to their advantage. Understanding these preferences early in a career may allow an



individual to identify those preferences that might be desirable but not natural and then develop those characteristics with training and mentorship.

### Personality and the MBTI

To date the Meyers-Briggs Type Indicator has been taken by well over 6.6 million people.<sup>12</sup> This indicator of personality is used by businesses to assist employees in fitting into the work place. Also some federal agencies require applicants to take a personality test prior to employment. As stated on NetLab: Personality Testing in the Workplace<sup>13</sup>, “Laws protect some federal employees from being tested before they are offered jobs, though some government agencies, such as the Federal Bureau of Investigation (FBI) and the Central Intelligence Agency (CIA), require tests such as the MMPI-2 early in the application process.” This article also stated, “More often employers use a personality test to help them understand the types of their employee and to help them see where the employee might best fit in the organizational setting.

According to, “Type Talk at Work,” the MBTI measures eight personality preferences, extrovert-introvert, sensing-intuition, thinking-feeling, and judging-perceiving.<sup>14</sup> Based on the information derived from this book the following preference sets are described. The first of these preferences represents how people prefer to interact with the world. Extroverts (E) are energized by people, action and interaction they enjoy being around others and get excited during conversation. Introverts (I) are energized by thoughts and ideas and prefer to listen more than talk.

The second of these preference sets is how we prefer to gather information. This is the Sensor/iNtuitive set. People who are Sensors (S) like to observe the world with the five senses, gathering data and storing it for practical use. They are realistic and enjoy

tactile, hands on experience. Those who iNtuit (N) information do so by gathering information and the filtering it through their intuition to “find possibilities, meanings and relationships.”

The third set is the Thinker/Feeler set. This set displays the type of commitment given to goals. Thinkers (T) are objective and orderly in thinking and planning and to their obligations. Feelers (F) are subjective in their thinking in obtaining their goals. They tend to consider how their decisions will affect others.

The fourth set of preferences is the Judger/Perceiver set, said to reveal the individual’s preferred outward lifestyle. A Judger (J) prefers a structured, orderly life and is often direct and opinionated in conversation. The Perceiver (P) is flexible and spontaneous and prefers open-ended conversation. These types indicate how we prefer to deal with life and are the foundation of our personalities. A summary of these types is presented on the Michigan Technology Counseling Services web site<sup>15</sup> and in “Type Talk at Work,”<sup>16</sup> and defined in Table 3.

Table 3. Definitions of MBTI Preferences	
<p><b>Extraverts (E)</b> are energized by having interactions with others, and may often speak without thinking something through. They are people of action and present their best abilities to the world. 75% of the population is Extraverted</p> <ul style="list-style-type: none"> <li>-Likes action and variety</li> <li>-Likes to do mental work by talking to people</li> <li>-Acts quickly, sometimes without much reflection</li> <li>-Likes to see how other people do a job, and to see results</li> <li>-Wants to know what other people expect of him or her</li> </ul>	<p><b>Introverts (I)</b> prefer quiet reflection, and may think about something and never get to the point of telling others. They keep their best skills to themselves, and present their secondary skills to others. 25% is Introverted</p> <ul style="list-style-type: none"> <li>-Likes quiet and time to consider things</li> <li>-Likes to do mental work privately before talking</li> <li>-May be slow to try something without understanding it first</li> <li>-Likes to understand the idea of a job and to work alone or with just a few people</li> <li>-Wants to see his or her own standards</li> </ul>
<p><b>Sensors (S)</b> gather information through experiences and are practical and orderly. 75% of the population prefer Sensing</p> <ul style="list-style-type: none"> <li>-Pays most attention to experience as it is</li> <li>-Likes to use eyes and ears and other senses to find out what's happening</li> <li>-Dislikes new problems unless there are standard ways to solve them</li> </ul>	<p><b>Intuitors (N)</b> gather information and process it in innovative ways and are creative and imaginative. 25% prefer intuition</p> <ul style="list-style-type: none"> <li>-Pays most attention to the meanings of facts and how they fit together</li> <li>-Likes to use imagination to come up with new ways to do things, new possibilities</li> <li>-Likes solving new problems, and dislikes doing the same thing over</li> </ul>
<p><b>Thinkers (T)</b> make decisions objectively and impersonally using logic.</p> <ul style="list-style-type: none"> <li>-Likes to decide things logically</li> <li>-Wants to be treated with justice and fair play</li> <li>-May neglect and hurt other people's feelings without knowing it</li> <li>-Gives more attention to ideas or things than to human relationships</li> <li>-Doesn't need harmony</li> </ul>	<p><b>Feelers (F)</b> make decisions subjectively and personally based on what they feel is "right."</p> <ul style="list-style-type: none"> <li>-Likes to decide things with personal feelings and human values, even if the aren't logical</li> <li>-Likes praise, and likes to please people, even in unimportant things</li> <li>-Is aware of other people's feelings</li> <li>-Can predict how others will feel</li> <li>-Gets upset by arguments and conflicts; values harmony</li> </ul>
<p>This personality grouping is the only one that shows any gender difference, with male Thinking- Feeling preferences being 60%-40% and female Thinking-Feeling preferences being 40%-60%.</p>	
<p><b>Judgers (J)</b> like being planned and structured and having things settled and decided. 55% of the population prefers Judging.</p> <ul style="list-style-type: none"> <li>-Likes to have a plan, to have things settled and decided ahead</li> <li>-Tries to make things come out the way they "ought to be"</li> <li>-Likes to finish one project before starting another</li> <li>-Usually has mind made up</li> <li>-May decide things too quickly</li> <li>-Wants to be right</li> <li>-Lives be standards and schedules that are not easily changed</li> </ul>	<p><b>Perceivers (P)</b> like being spontaneous, unstructured, open, and flexible. 45% of the population prefers Perceiving.</p> <ul style="list-style-type: none"> <li>-Likes to stay flexible and avoid fixed plans</li> <li>-Deals easily with unplanned and unexpected happenings</li> <li>-Likes to start many projects but may have trouble finishing them all</li> <li>-Usually is looking for new information</li> <li>-May decide things too slowly</li> <li>-Wants to miss nothing</li> <li>-Lives by making changes to deal with problems as they come along</li> </ul>

However, these eight personality preferences provide sixteen different personality combinations. These indicators do not limit the subject to certain actions, but provide guidelines as to the actions of highest probability. According to “Type Talk at Work”<sup>17</sup> by identifying these personality profiles leaders and co-workers will come to understand themselves and others to be better able to work together as a team. For example, ISTJ are “life’s natural organizers,” 74 out of 300 (25%) Majors surveyed indicated this personality type as their preference. ESTJ are “life’s natural administrators,” 53 out of 300 (18%) Majors surveyed indicated this personality type as their preference. ENTJ are “life’s natural leaders” and 47 (16%) out of 300 Majors preferred this personality type. Much of what an officer does is organization, administration and leadership. These results suggest that these personality types may contribute to success as an officer in the Army.

#### Personality and the Keirsey Temperaments

Another interpreter of personality is David Keirsey. His method of characterizing the four preference sets is in pairs excluding the Extrovert/Introvert set. For instance, he looks at how Sensor (S) combines with Perceiver (P) and the strengths this combination provides (SP). He describes these pairs as “temperaments” and provides additional meaning to type combinations.<sup>18</sup>

The National Centre for Vocational Education Research (NCVER) in Australia uses Keirsey’s temperaments to identify the preferred learning/teaching preferences of students and workplace trainers. They are analyzing key patterns and themes, which relate to linkages between student or learner preferences in order to facilitate learning and trainer actions.<sup>19</sup>

Doctor Keirsey describes these temperaments in the following paragraphs excerpted from *Please Understand Me II*, by David Keirsey, Copyrighted 1998<sup>20</sup>:

iNtuit-Thinker (NT)

“Rational”

Elizabeth Myers describes NTs<sup>21</sup> as tough-minded in figuring out what sort of technology might be useful to solve a given problem. To this end, NTs require themselves to be persistently and consistently rational in their actions. Although they may differ in their preference for judging schedules (J) or probing for options (P) as they tackle problems, and though they can seem expressive (E) or reserved (I) around others, all NTs insist that they have a rationale for everything they do, that whatever they do and say makes sense.

Based on her observations, Dr. Myers describes NTs as “analytical” and “systematic” -- as “abstract,” “theoretical,” and “intellectual” -- as “complex,” “competent” and “inventive” -- as “efficient,” “exacting” and “independent” -- as “logical” and “technical” -- and as “curious,” “scientific,” and “research-oriented.” Here is an easily recognizable configuration of character types. The NT preferences are different from SPs, SJs, and NFs.

Sensor-Perceiver (SP)

“Artisans”

Dr. Myers describes SPs<sup>22</sup> as probing around their immediate surroundings in order to detect and exploit any favorable options that come within reach. They need to have the freedom to act on the spur of the moment, whenever or wherever an opportunity

arises . This is very important to SPs. No chance is to be lost, no opening missed, no angle overlooked. Though they may differ in their attitude toward tough-mindedness (T) and friendliness (F) in exploring for options, and though some are socially expressive (E) and some reserved (I), all of them make sure that what they do is practical and effective in getting what they want.

Consistent with this view Dr. Myers describes SPs as “adaptable,” “artistic,” and “athletic” and very much “aware of reality and never fighting it.” She also states SPs are “open-minded” and ever “on the lookout for workable compromises,” as well as knowing “what’s going on around them” and as able “to see the needs of the moment.” Dr. Myers goes on to provide many other similar descriptions including: -- as “storing up useful facts” and having “no use for theories” -- as “easygoing,” “tolerant,” “unprejudiced,” and “persuasive” -- as “gifted with machines and tools” -- as acting “with effortless economy” -- as “sensitive to color, line, and texture” -- as wanting “first-hand experiences” and in general “enjoying life.” So SPs, as seen by Dr. Myers, are like one another and different from the other types, the SJs, NFs, and NTs.

### Intuition-Feeler (NF)

#### “Idealist”

Dr. Elizabeth Myers presents NFs<sup>23</sup> as friendly to the core in dreaming up how to give meaning and wholeness to people's lives. Conflict in those around them is painful for NFs, something they must deal with in a very personal way. They care deeply about

keeping morale high in their membership groups, and about nurturing the positive self-image of their loved ones. While they might differ from each other on how important judging schedules (J) or probing for options (P) is in acting on their friendly feelings, and while their social address can be expressive (E) or reserved (I), all NFs consider it vitally important to have everyone in their circle feeling good about themselves and getting along with each other.

Dr. Myers, an INFP herself, sees her fellow NFs as “humane,” “sympathetic” , “enthusiastic” and “religious” . She also describes them as “creative,” “intuitive,” “insightful” and “subjective.” Again this is a picture of attitude and action, showing NFs to be different from SPs, SJs, and NTs.

### Sensor-Judger (SJ)

#### “Guardian”

SJs<sup>24</sup>, like SPs, according to Dr. Myers, prefer to observe their surroundings with a keen eye, but for an entirely different reason. As SJs prefer to schedule their own and others' activities so that everyone's needs are met. Thus for SJs, everything should be in its proper place and everyone should be doing what they're supposed to. To an SJ everyone should get what they deserve, every action should be closely supervised, all products thoroughly inspected, and all legitimate needs promptly met. Though SJs might differ in being tough-minded (T) or friendly (F) in observing their schedules, and though they can be expressive (E) or reserved (I) in social attitude, all of them demand that ways and means of getting things done are proper and acceptable.

Elizabeth Myers describes SJs as “conservative,” “stable,” “consistent,” “sensible,” and “factual.” They are also seen as “patient,” “dependable,” “hard-working,”

“detailed,” “persevering,” and “thorough.” This too is a pattern of action and attitude, unlike that of the SPs, NFs, and NTs.

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<sup>1</sup>Linda Trainor, *Personality Testing: Benefits and Risks Galore*, available from <http://www.hr.blr.com>; Internet.

<sup>2</sup>Thomas F. Foster Jr. and Kamyar Pashneh-Tala, *The Utility of Personality Measures in the Admissions Process at United States Naval Academy* (Master’s thesis, Naval Postgraduate School) June 2002.

<sup>3</sup>*Ibid.*, abstract.

<sup>4</sup>*Ibid.*

<sup>5</sup>Berlain Hatfield Jr., “Strategic Leadership Development: An Operation Domain Application”, (Research Project, Air Command and Staff College, Maxwell Air Force Base, AL, March 1997).

<sup>6</sup>*Ibid.*, abstract.

<sup>7</sup>Jane M. Moraski, “Leadership: The Personality Factor”, (Master’s Thesis, United States Marine Corps Command and Staff College Marine Corps University, Quantico, VA, 12 April 2001).

<sup>8</sup>*Ibid.*, executive summary.

<sup>9</sup>*Ibid.*

<sup>10</sup>David A. Danikowski, “Personality and the Planning Process”, (Monograph, School of Advances Military Studies United States Army Command and General Staff College, Fort Leavenworth, KS, January 2001).

<sup>11</sup>*Ibid.*, Abstract.

<sup>12</sup>Available from <http://keirse.com/cgi-bin/stats.cgi>, accessed 4 June 2005. Total count on this day 6,670,709 as accounted for by this website.

<sup>13</sup>Available from [http://college.hmco.com/psychology/shared/exercises/nl/personality\\_testing.html](http://college.hmco.com/psychology/shared/exercises/nl/personality_testing.html); Internet; accessed 8 June 2005.

<sup>14</sup>Available from Otto Kroeger and Janet M. Thueses, *Type Talk at Work: How the 16 Personality Types Determine Your Success on the Job* (New York, NY: Dell Trade Paperback, A Tilden Press Book, 1992).

<sup>15</sup>Available from <http://www.counseling.mtu.edu/Myers-Briggs.htm>; Internet.



<sup>16</sup>Kroeger and Thueses.

<sup>17</sup>Ibid.

<sup>18</sup>David Keirsey and Marilyn Bates, *Please Understand Me: Character and Temperament Type* (Del Mar, CA: Prometheus Nemesis Book company, 1984).

<sup>19</sup>Available from <http://www.ncver.edu.au/workinprogress/projects/10230.html>; Internet; accessed 8 June 2005.

<sup>20</sup>Available from <http://keirsey.com/pumII/temper.html>; Internet; accessed 18 May 2005.

<sup>21</sup>Ibid.

<sup>22</sup>Ibid.

<sup>23</sup>Ibid.

<sup>24</sup>Ibid.

## CHAPTER 3

### METHODOLOGY

The purpose of this study is to investigate the link between career identifiers, personality preferences and career satisfaction. This information is intended to assist leaders in the career counseling of officer cadets and junior officers. By helping others understand their strengths and weaknesses leaders may assist young officers in selecting a career path compatible with personality. The instruments used to measure a possible link in personality and career satisfaction are the Keirsey Temperaments as derived from the Myers-Briggs Type Indicator and a career satisfaction survey. Combat Identifiers are described in detail in DA Pam 600-3 and are used in this study to measure personality types found within each combat identifier.

Outstanding leaders often distinguish themselves and achieve excellence by success in tough situations. This success occurs through the character, competence, and determination of these individuals. Through experience and sound judgment they make decisions under great stress and the strength of their character fills their subordinates with confidence. They are also individuals with unique personalities. Army portrays these personality types as leadership dimensions (Be, Know, Do) and the Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

The Army's leaders must possess mental, emotional, and physical attributes (BE). These include self-discipline, initiative, judgment, self-confidence, intelligence, and cultural awareness.<sup>1</sup> These attributes and values are the foundation of one's character. This research is focused on understanding the existence and influence of personality type and temperament on career satisfaction. The MBTI was used to measure personality

preferences. A survey was developed by the researcher and was used to measure career satisfaction, combat identifier and provide descriptive data.

### The Personality Instruments

The MBTI as discussed in Chapter 2 is a research or data based instrument used to measure personality preferences. This instrument is most often used to help individuals learn about themselves and how to increase their effectiveness on the job and in life. It does this by offering a logical and orderly model of human behavior, providing insight to assist in reducing unproductive conflict and build understanding. It helps individuals learn about themselves and their preferences and by identifying strengths and liabilities of project and work teams.<sup>2</sup> This instrument indicates why some things are easy for certain people while difficult for other people. It can be used to help assess the fit between a person and a job. Managers use this to build an objective framework for dealing with conflict. Understanding personality is applicable in communications, management, and team-building and shows how to persuade and influence others.<sup>3</sup> The personality assessments derived from the MBTI are considered reliable and valid for the purpose of this study.

The Myers-Briggs type indicator (MBTI) is a proven personality inventory. It is commonly used in organizational settings in private industry, the federal government, and the U.S. military. It is also popular in Canada, the United Kingdom, Australia, New Zealand, Japan, Germany, Italy, Singapore, Korea, and several other foreign countries.”<sup>4</sup>

Is the MBTI a reliable instrument for this study? According to the Center for Applications of Psychological Type (CAPT) an instrument is reliable if it consistently measures what it attempts to measure. It should demonstrate “test-retest reliability.” That

is each subject should come out with the same MBTI type each time they take it. CAPT states in their web-site, “The MBTI® instrument meets and exceeds the standards for psychological instruments in terms of its reliability.”<sup>5</sup>

The MBTI is used as the standard to test reliability of other personality instruments. For example, an international company called “PSYTECH” uses the MBTI to measure the reliability of its personality questionnaire 15FQ. This questionnaire is used and supported by nine countries; Australia, Hong Kong, India, Indonesia, Singapore, New Zealand, South Africa, United Arab Emirates and the United Kingdom.<sup>6</sup>

Based on the MBTI Keirsey’s Temperaments, as discussed in chapter 2, provide a method of condensing these finding into four primary temperaments which encompass the 16 MBTI Personality groups. These are iNtuition-Feeling (NF), iNtuition-Thinking (NT), Sensing-Perceiving (SP) and Sensing-Judging (SJ). For the purpose of this study Keirsey’s Temperaments are the unit of measurement for personality.

The author created a survey to identify personality preferences as (derived from MBTI), officer branch used to determine combat identifier, and declared happiness in the subject’s current branch. This survey was developed with the assistance of the quality assurance office for CGSC. The first section, questions 1 through 4. reports the demographics of the population: age, army component (Active Duty, National Guard or Federal Reserves), years in service and gender.

The second section, questions 5-8, asked the subject to identify his or her current branch. Although the survey asked specific branches these were actively collapsed into the following combat identifiers: Combat Arms, Combat Support, Combat Service Support, and Special Branches and Functional Areas (Non-Operational).

In section three the subject was asked to identify their MBTI based on the results from the instrument given to them in week two of the school year. Due to the form used to collect this data, the MBTI letter results were separated into two questions, question 9 contained the eight indicators for Introverts and question 10 contained the eight indicators for Extroverts. Subjects were asked to answer only one of the questions. The results of 123 surveys were not used for this study for many reasons. One of which is some subjects returned surveys with answers in both 9 and 10.

Question 11, “My MBTI score reflects my personality when a) I am in uniform, b) I am not in uniform, c) Both a and b, and d) Neither” had little significance in this study. This question is for the purpose of testing the validity of the MBTI. “Validity is the degree to which an instrument measures what it intends to measure, and the degree to which the ‘thing’ that the instrument measures has meaning.”<sup>7</sup> This questions tests whether the subject felt the instrument was valid. The instrument is considered valid to each subject if they state that is has meaning for them and that it reflects their personality. Figure 1 provides the results of question #11.

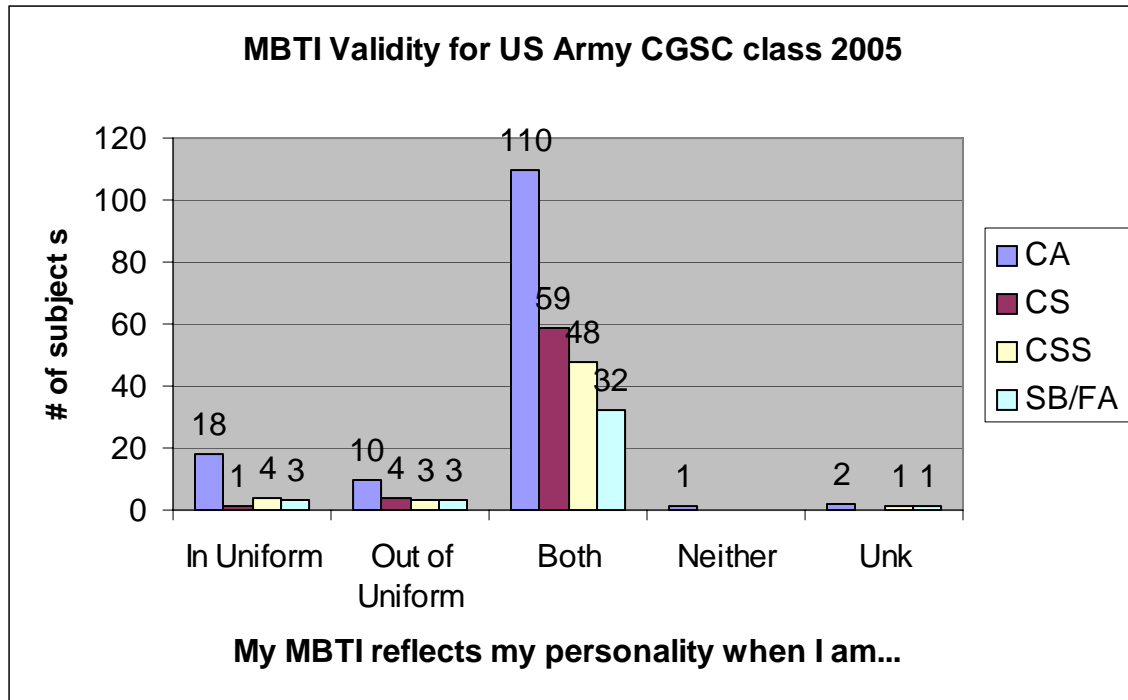


Figure 1. Figure 1 MBTI Validity for US Army CGSC Class 2005  
Subjects asked to disclose how they felt the MBTI reflected their personality. Out of 300 subjects 295 validated.

Section four of the survey dealt with career satisfaction. Question 12, “I am happy in my current branch (example: Armor, Ordnance, JAG, Infantry, etc.): a) Strongly agree, b) Somewhat agree, c) Not sure, d) Somewhat disagree, and e) Strongly disagree” was used to determine happiness in their career. Questions 13, “I am in my preferred branch (example: Armor, Ordnance, JAG, Infantry, etc.): a) Strongly agree, b) Somewhat agree, c) Not sure, d) Somewhat disagree and e) Strongly disagree” was used to determine if the subject was happy because they were in the career they wanted.

Question 14, “If not in your preferred branch would you prefer to be: (Choose one): a) Combat Arms, b) Combat Support, c) Combat Service Support and d) Non-Operational” was used to see if those not happy in there current branch would have

personality types similar to those in their preferred branch. Non-operational was used to represent both Special Branches and Functional Areas.

The population of this study is career majors in the United States Army, Federal Army Reserves and, Army National Guard attending Command and General Staff College (CGSC) at Fort Leavenworth, Kansas, class of 2005. The CGSC has a representative population of Air Force, Navy, Marines, International Officers and Army branches with over 1000 students attending. For the purpose of this study only responses from Army officers were used.

As stated above, there are sixteen career branches in the Army within the four Combat Identifiers. For Combat Arms (CA) the branches are: Infantry, Armor, Field Artillery, Air Defense Artillery, Aviation, Special Forces, and Corps of Engineers. The Combat Support (CS) branches are: Signal Corps, Military Police Corps, Military Intelligence Corps, Civil Affairs (Reserve Component only), and Chemical Corps. Combat Service Support (CSS) contains: Adjutant General Corps, Finance Corps, Transportation Corps, Ordnance Corps, and Quartermaster Corps. The Special Branches (SB) are: Judge Advocate General's Corps, Chaplain Corps, Medical Corps, Dental Corps, Veterinary Corps, Army Medical Specialists, Army Nurse corps, and Medical Service Corps.<sup>8</sup>

Functional areas are used in this research as an additional Combat Identifier, because many Majors are in functional areas by this time in their career and chose to identify themselves with their functional area rather than their branch. "A functional area is a grouping of officers by technical specialty or skill, which usually requires significant education, training and experience. An officer receives his or her functional area between

the 5th and 6th years of service. Individual preference, academic background, manner of performance, training and experience, and needs of the Army are all considered during the designation process.”<sup>9</sup> These functional areas are: Psychological Operations/Civil Affairs, Multifunctional Logistician Program, Human Resource Management, Comptroller, Academy Professor, United States Military Academy, Operations Research/Systems Analysis, Force Management, Nuclear Research and Operations, Strategic Plans and Policy, Information Systems Engineering, Information Operations, Strategic Intelligence, Space Operations, Public Affairs, Information Systems Management, Simulations Operations, Foreign Area Officer, and the Army Acquisition Corps.<sup>10</sup> Due to the small population in this study and the large number of different branches within the US Army Personnel system, Combat Identifiers and the Keirseley Temperaments will be used to determine if a correlation exists.

### Risks and Protections

A paper survey was administered to students. The students were given the survey from their personnel adjutant officers within each class section. The student was instructed to complete the survey in two days and return the bubble sheet and survey to the section adjutant. The adjutant returned the surveys in a sealed envelope to the researcher. These envelopes were provided to the adjutants through the adjutant chain.

The survey was voluntary and did not require the officer to identify him or herself. A student’s demographic information was included in the survey; no personal information was collected. To protect the subjects’ anonymity each was supplied with a bubble sheet to record their answers to the survey. These bubble sheets were given to members of the QA team for data entry, analysis, and reporting.



The survey bubble sheets were loaded into a data collection machine used by QA for automated reading and the results were saved to a floppy disk, which was turned over to the statistician. The statistical methods used to report study results were the Kruskal Wallis Test, Non Parametric and Crosstabulation. No difference in personality distribution was found when checking for correlation by age, gender, years in service or component based on the Kruskal Wallis Test.

A Non Parametric test is necessary because statements # 12 “I am happy in my current branch,” and #13 “I am in my preferred branch” were collapsed and coded as follows: “Strongly Agree” and “Somewhat Agree” = 1 and “Not Sure,” “Somewhat disagree” and “Strongly Disagree” =0.

The numeric score for this variable is derived from recoding the following two questions from the survey. Survey question number 12 was answered using the Likert scale. The answers were based on how strongly the subject agreed with the statement. The question:

**“I am happy in my current branch”**

- |          |                       |
|----------|-----------------------|
| <b>1</b> | a) Strongly agree     |
|          | b) Somewhat agree     |
|          | <hr/>                 |
| <b>0</b> | c) Not sure           |
|          | d) Somewhat disagree  |
|          | e) Strongly disagree. |

Survey question number 13 was answered using the Likert scale. The answers were based on how strongly the subject agreed with the statement. The question:

**“I am in my preferred branch”**

- 1**    f) Strongly agree  
      g) Somewhat agree
- 
- h) Not sure
- 0**    i) Somewhat disagree  
      j) Strongly disagree.

The independent variable is Personality type, Combat Identifier is used as categorical data and satisfaction and preferred branch were used as yes/no categories.

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<sup>1</sup>Department of the Army Headquarters, Field Manual (FM) 22-100, *Army Leadership* (Washington, DC: Government Printing Office, 1999), 1-3, 2-11 to 2-17.

<sup>2</sup>This information was taken from MBTI Training slides as taught to CGSC instructors 2004, slide 2

<sup>3</sup>Ibid., slide 3

<sup>4</sup>Ibid.

<sup>5</sup>Ibid.

<sup>6</sup>Available from [http://www.15fq.com/15FQ/non\\_tech/non\\_tech.html#](http://www.15fq.com/15FQ/non_tech/non_tech.html#); Internet; accessed 12 June 2005, “The 15FQ™ produces computer-based assessment reports which take the form of individual reports, profile-matching reports (where an individual is compared with an “ideal” profile for a particular job role), compatibility reports and group reports. This makes the 15FQ™ an extremely sophisticated tool for use on an individual or large group basis. The report and interpretation can be directed towards a number of ends: selection, development, team building and careers advice are but a few examples.

Reports and interpretations provide candidates and clients with the following information: interpersonal style, thinking style, patterns of coping with stress, management team roles, leadership styles, subordinate styles, selling styles, career-theme styles, potential strengths, and potential development needs.

The primary scales used are: reserved-outgoing, Temperamental-Calm Stable, Accommodating-Assertive, Cautious-Enthusiastic, Expedient-Conscientious, Retiring-Socially Bold, Factually Realistic-Intuitive, Trusting-Suspicious, Practical-Conceptual, Direct-Restrained, Confident-Self Doubting, Conventional Radical, Group Oriented-Self Sufficient, Informal-Disciplined, and Relaxed-Tense Driven. With the second-order factors as: Introverted-Extraverted, Stable-Anxious, Creative-Tough Minded, Agreeable-Independent, and Low Control-High Control.

The 15FQ™ provides the most comprehensive and detailed analysis of personality available in a relatively short questionnaire. Existing 16PF users will find the 15FQ™ style and structure comfortably familiar, with items and reporting that is succinct and up-to-date. 15FQ™ items avoid the use of terminology that could be viewed by respondents as culturally or sexually biased. This is confirmed by some of the most extensive validation evidence for any personality questionnaire. For example, the 15FQ™ has predicted effective performance in retail management and trainee solicitors.

<sup>7</sup>Excerpt from “The Reliability and Validity of the Myers-Briggs Type Indicator Instrument; available from [http://www.capt.org/The\\_MBTI\\_Instrument/Reliability\\_and\\_VValidity.cfm](http://www.capt.org/The_MBTI_Instrument/Reliability_and_VValidity.cfm), accessed 11 June 2005.

<sup>8</sup>Department of the Army, Pamphlet 600-3, Chapter 8, Personnel--General Commissioned Officer Development and Career Management (Washington, DC: Headquarters, Department of the Army, 1 October 1998), 8-2c.

<sup>9</sup>Ibid., 8-3a.

<sup>10</sup>Ibid., 8-3c.

## CHAPTER 4

### RESEARCH RESULTS

This study originally requested each subject provide their career branch, however, due to the limited number of responses (300) and the large numbers of career branches in the United States Army, combat identifiers are used to provide quantifiable data. Combat Identifiers (CI) and their Career Branches are defined in Appendix A. Due to the small number of Special Branches and Functional Areas represented in CGSC class 2005 these Combat Identifiers will be combined. The nature of the career branches within these CIs are similar as they are highly technical and/or require specialized education.

All subjects' personality types are found within each of the Kersey temperaments. Each temperament has a preference for certain behaviors. For example, Dr. Keirsey labels NT temperaments as "Rationals" as they prefer organization and planning. Within each temperament there is an additional breakdown reflecting the remaining MBTI indicators. The explanation of each temperament comes from *Understand Me II*, by David Keirsey<sup>1</sup>. Based on this study US Army officers from CGSC 2005 prefer behaviors closest to that of Rationals and Guardians, with 37% of the subjects selecting personality types for Rationals. By comparison Rationals represent between 13% and 14% of the US population.<sup>2</sup> See figure 2.

This may indicate that people with NT personality types are successful as Army Officers. This statement sums up what most NTs had to say about why they are making a career of the military. One subject stated a military career provides a sense of stability that is greater than that of civilian careers he could otherwise pursue.<sup>3</sup>

The largest numbers of CGSC Army officers are found in the “Guardian” (SJ) temperament (48%). This is not unusual as up to 45%<sup>4</sup> of the US population can be found in this group. Guardians are natural protectors and providers. One CGSC subject stated he makes a career of the Army for “job satisfaction while being able to support my family, fulfill my patriotic duty, and maybe work towards personal financial security.”<sup>5</sup> Many SJ temperaments are drawn to the military for patriotic reasons, to provide for their families and protect their country.

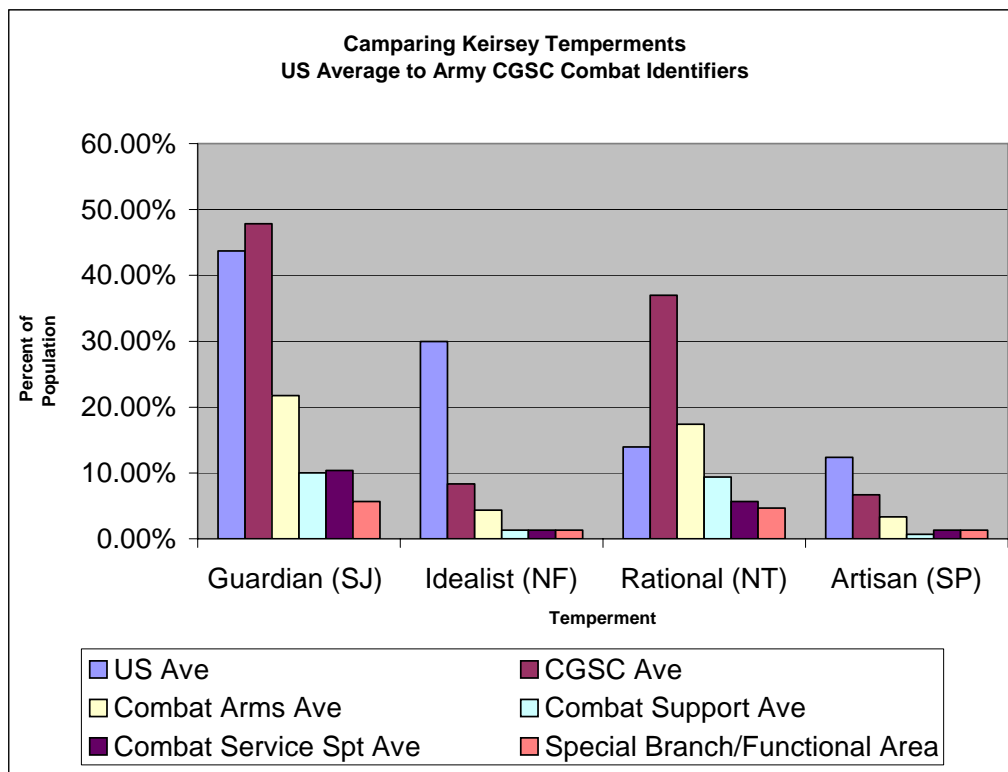


Figure 2. Comparing Keirsey Temperaments of Army CGSC subjects and the US Average

It is not surprising that the majority of the Combat Arms career paths are highly populated both with Rationals and Guardians. Highly successful Combat Arms officers need to be tactically and strategically adept. Rationals are people who are very detail oriented, confident of their knowledge, and comfortable with command. Guardians have high personal values, are excellent communicators and protective of their soldiers. They find delegation of authority easier than do Rationals. Rationals are highly respected leaders but may not earn the love of their soldiers the way Guardians tend to do.

To illustrate this, Abraham Lincoln was a Rational and George Washington was a Guardian. Both were great leaders, both brought great changes to our country, yet in vastly different ways. William Hernden, President Lincoln's greatest friend was quoted as saying Lincoln "was a science materialist and fatalist."<sup>6</sup> He stood firm on his principles and would not be swayed. President Washington was named "the Guardian of his Country, and the Friend of Man" in a ballad about his death.<sup>7</sup> In most literature you read about President Washington he is referred to as a guardian of his people and their individual rights.

A NPar test (Kruskal-Wallis) was used determine if there is any significant difference in personality types based on gender, age, years in service, or component.<sup>8</sup> Based on these tests the Wallis test showed less than 5% deviation for each of these categories. Due to the in-proportionate number of males to female and the small population, there is not enough data to determine a significant difference between men and women in relation to personality types. There is also no significant difference based in age, years in service or component in relation to personality types within each demographic.

Survey questions # 5 through 8 asked what branch the individual was currently in. Each subject was asked to answer only one of the questions. As many students answered more than one of question 5-8 these surveys were not used. Recommend if this method is used in the future to be more specific in the wording of the question. A better way to word the question would be, “What is your Basic Branch?” and then a follow-on question should read, “If you are not working in your Basic branch what is your current Combat Identifier.”

For survey questions 9 and 10 the following statement was made, “Questions 9 and 10 are letter codes derived from the Myers-Briggs Type Indicator (MBTI) you took at the beginning of the school year. You need only answer one question 9 or 10.” Some students answered both questions; therefore their data was not used for this study. Question 11, “My MBTI score reflects my personality when, a) I am in uniform; b) I am not in uniform; c) Both a and b; and d). Neither proved to have significant value. Less than 5% variance was found between answers.

Out of 300 surveys returned 269 (90%) answered either a) or b) resulting in a score of 1 in each category (happy in current branch and in preferred branch). The results are shown in Table 4; percentages are derived from the number of each gender in each combat identifier divided by the 269 subjects.

Table 4. Officers Happy in Current Branch and in Preferred Branch					
	CA (139 Males & 2 Females)	CS (52 Males & 11 Females)	CSS (46 Males & 10 Females)	SB/FA (33 Males & 6 Females)	Total
Male	130 (48.3%)	47 (17.5%)	35 (13%)	32 (11.9%)	244 (90.7%)
Female	2 (0.7%)	7 (2.6%)	9 (3.3%)	5 (1.9%)	23 (8.6%)
Un- disclosed			1 (.4%)	1 (.4%)	2 (.7%)
Total	132 (49.1%)	54 (20.1%)	44 (16.4%)	37 (13.8%)	269 (100%)
Officers in the above combat identifiers indicated they were happy in their current career branches (Percentages represent % of total happy in their Career Identifier)					

Those individuals who are happy and in their preferred combat identifier are strongest in two of the four Keirsey Temperaments (NT and SJ) these temperaments are consistent throughout each of the Combat Identifiers, although it is most prevalent in combat arms. This is shown in Table 5.

Table 5. Keirsey Temperaments of CGSC officers as they relate to their Career Combat Identifiers.				
	CA	CS	CSS	SB/FA
NF	13 (4.3%)[4.3%]	4 (1.5%)[1.3%]	4 (1.5%)[1.3%]	4 (1.5%)[1.3%]
NT	52 (19.3%)[17.3%]	28 (10.4%)[9.3%]	17 (6.3%)[5.7%]	14 (5.2%)[4.7%]
SP	10 (3.7%)[3.3%]	2 (0.7%)[0.7%]	4 (1.5%)[1.3%]	3 (1.1%)[1.0%]
SJ	65 (24.2%)[21.7%]	30 (11.2%)[10%]	31 (11.5%)[10.3%]	17 (6.3%)[5.7%]

The # represents the number of subjects happy in their current branch, (percent of subjects divided by total # satisfied (269) ) [percent of total subjects in study (300)]



However, there is a significant difference in gender of those who are not in their preferred branch. Of those CGSC officers who answered survey questions #12 with c), d) or e) as less than happy in their current career branch (31 - less than 11%) CA and CSS males were the highest. (as shown in Table 6) Although the difference is significant, not enough data is available to prove a direct correlation within any personality type.

Table 6. CGSC Officer Career Combat Identifiers					
	CA	CS	CSS	SB/FA	Total
Male	8 (25.8%)[2.6%]	6 (19.4%)[2%]	10 (32.3%)[3.3%]	1 (3.2%)[0.3%]	25 (80.6%)[8.3%]
Female	0	4 (12.9%)[1.3%]	1 (3.2%)[0.3%]	1 (3.2%)[0.3%]	6 (19.4%)[2%]
Total	8 (25.8%)[2.7%]	10 (32.3%)[3.3%]	11 (35.5)[3.7%]	2 (6.5%)[0.6%]	31 (100%)[10.3%]

Keirseley Temperaments of CGSC officers as they relate to their Career Combat Identifiers. The number represents the number of subjects unhappy in their current branch, (percent of subjects divided by total # dissatisfied (31)) (percent of total subjects in study (300))

Less than 11% of the study population were unhappy and/or not in their preferred branch. Survey question #14 asks, “If not in your preferred branch would you prefer to be: a) Combat Arms, b) Combat Support, c) Combat Service Support, or d) Non-Operational (Special Branch or Functional Area).

Figures 3 through 6 show that of the 31 CGSC Majors who are unhappy in their current branch 8 answered that they were in their preferred branch or preferred to stay in the same CI but in a different branch, 4 chose not to answer, the remainder indicated which Combat Identifier they preferred different from the one they were currently in.

Based on temperament, one SP/NF in the combat support CI favors a change to a specialty branch or functional area. There are 6 NT/SJs currently in combat service support or specialty branch or functional area who would prefer combat arms or combat support. However, the population of those unhappy in their current CI is too small to make a quantifiable correlation.

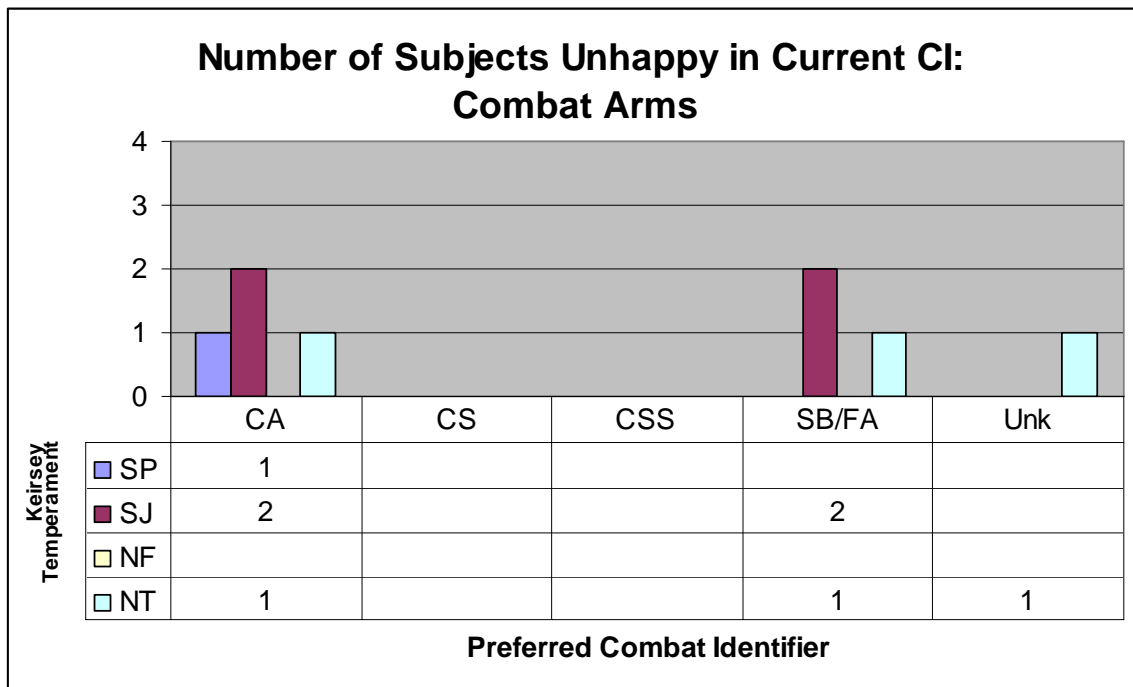


Figure 3. Preferred Combat Identifiers and Their Corresponding Keirsey Temperament for Combat Arms Subjects Unhappy with Their current branch

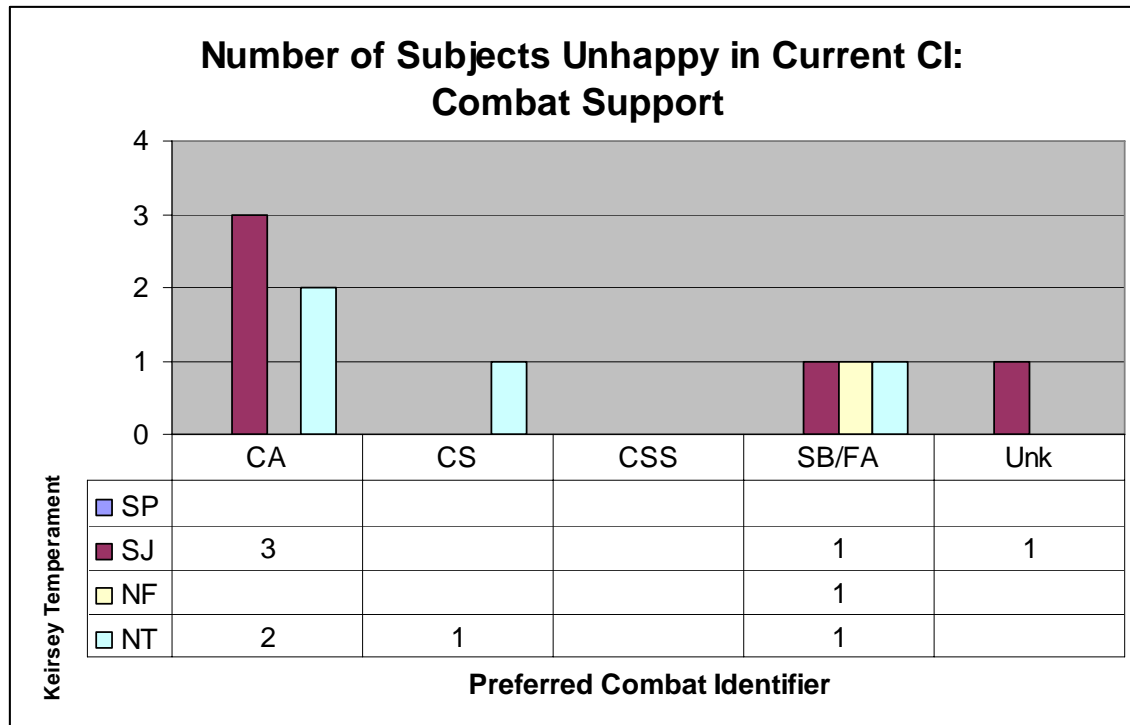


Figure 4. Preferred Combat Identifiers and Their Corresponding Keirsey Temperament For Combat Support Subjects Unhappy with Their Current Branch

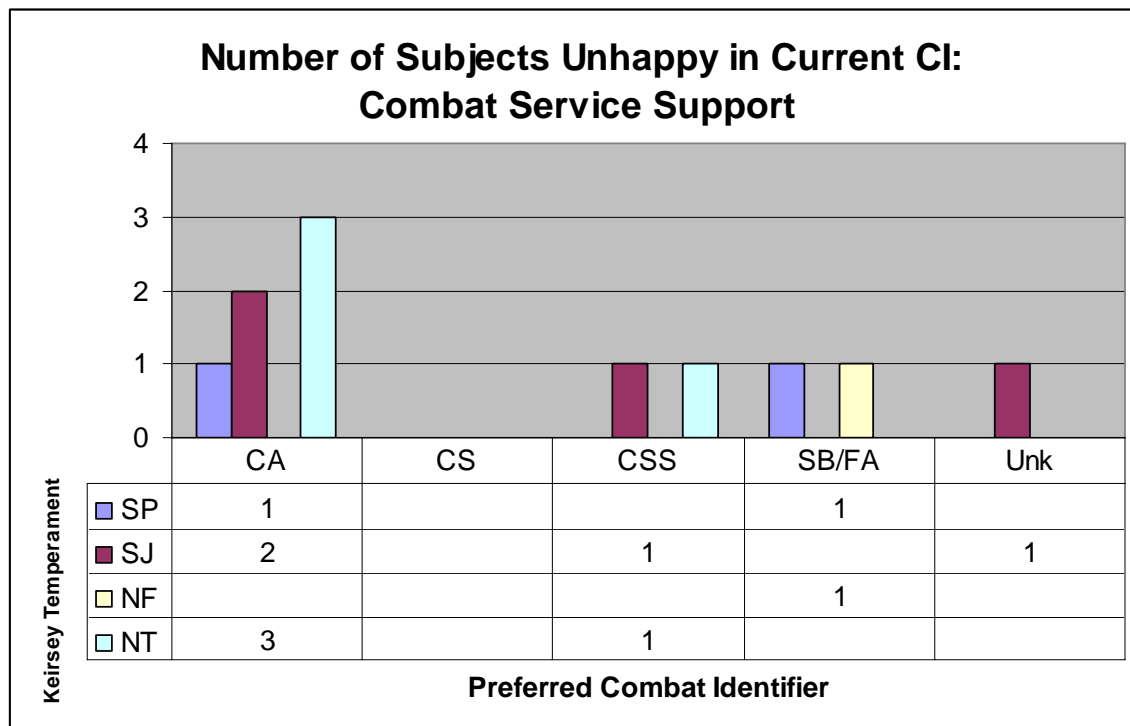


Figure 5. Preferred Combat Identifiers And Their Corresponding Keirsey Temperament For Combat Service Support Subjects Unhappy With Their Current Branch

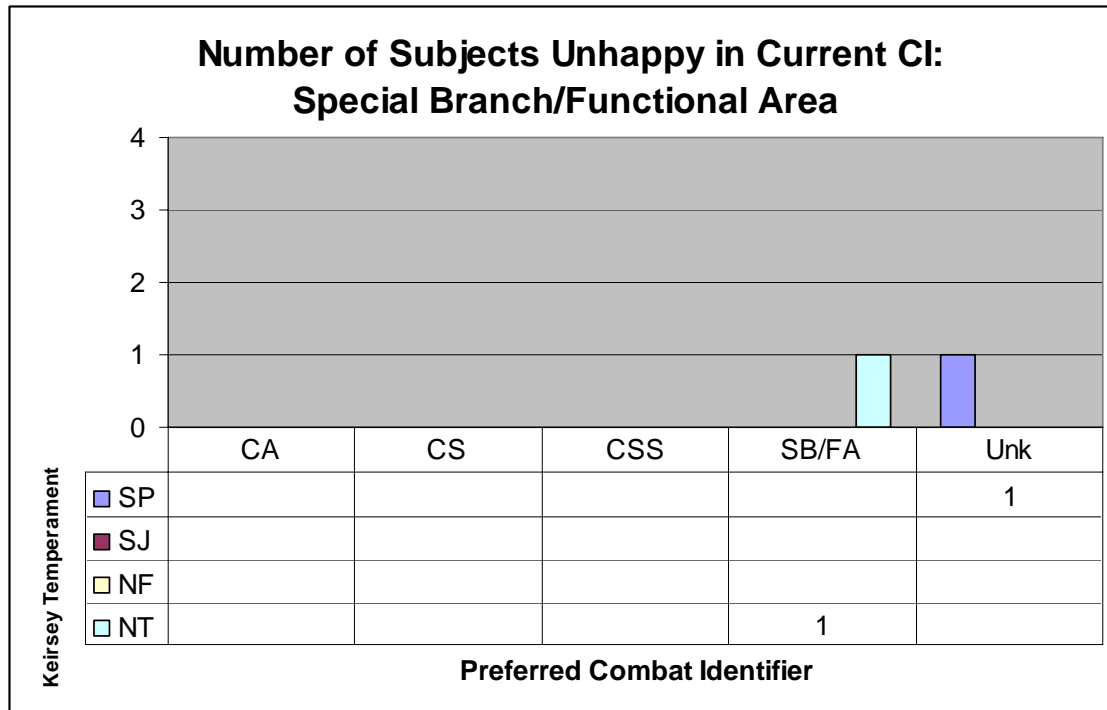


Figure 6. Number of Subjects Unhappy in Current CI: Special Branch/Functional Area

The Figures 7 through 10 show the Keirsey Temperaments for each Combat Identifier as represented by the 300 participating students of CGSC class 2005. Guardian SJ and Rational NT are the preferred temperaments for the majority of subjects regardless of branch. Combat Arms has the largest number of SJs and NTs. However this could be attributed to the fact that 47% of the subjects in this study are Combat Arms.

Figure 7 shows the Combat Arms CI to have the largest number of SJs and NTs (Guardians and Rationals) with 117 out of 140 total subjects (83.6% of Combat Arms is either SJ or NT). Percentages in this figure are based on the total number of subjects in Combat Arms.

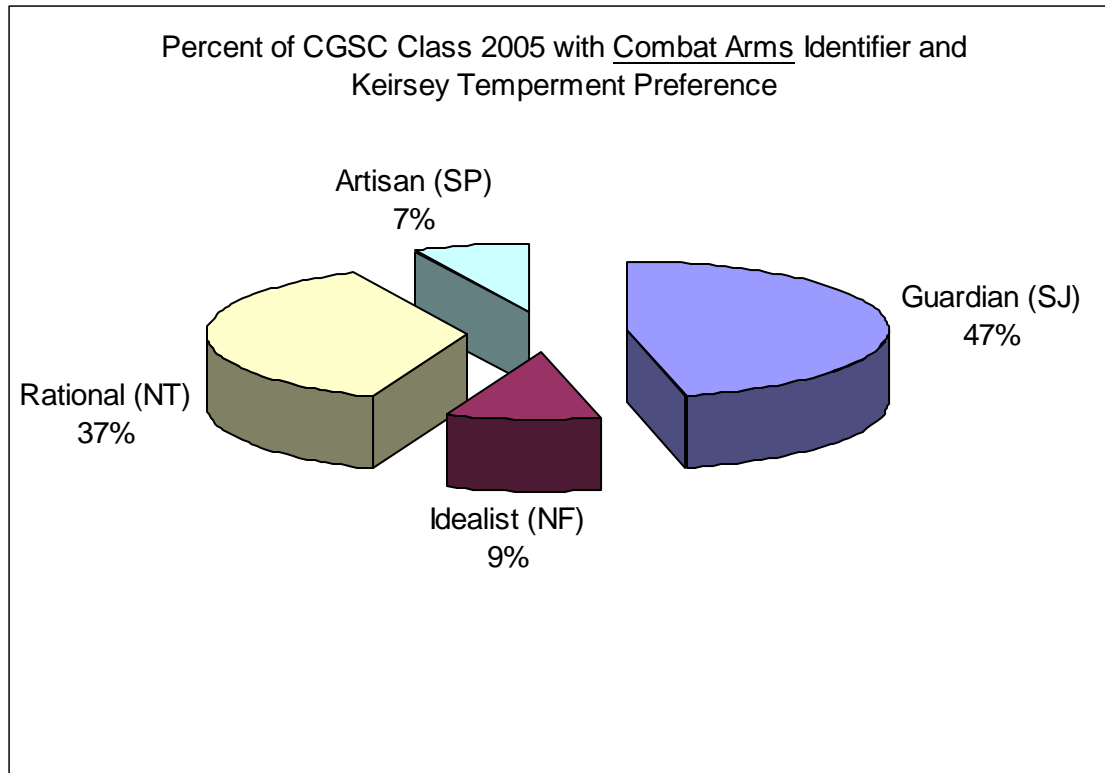


Figure 7. Keirsey Temperament Preference for CGSC Students in the Combat Arms Identifier (65 SJ, 13 NF, 52 NT, 10 SP)

Figure 8 shows, again, that Guardians and Rationals are the dominant Keirsey Temperaments with 58 out of 64 total subjects (90.6% of Combat Support is SJ or NT). Percentages in this figure are based on the total number of subjects in Combat Support.

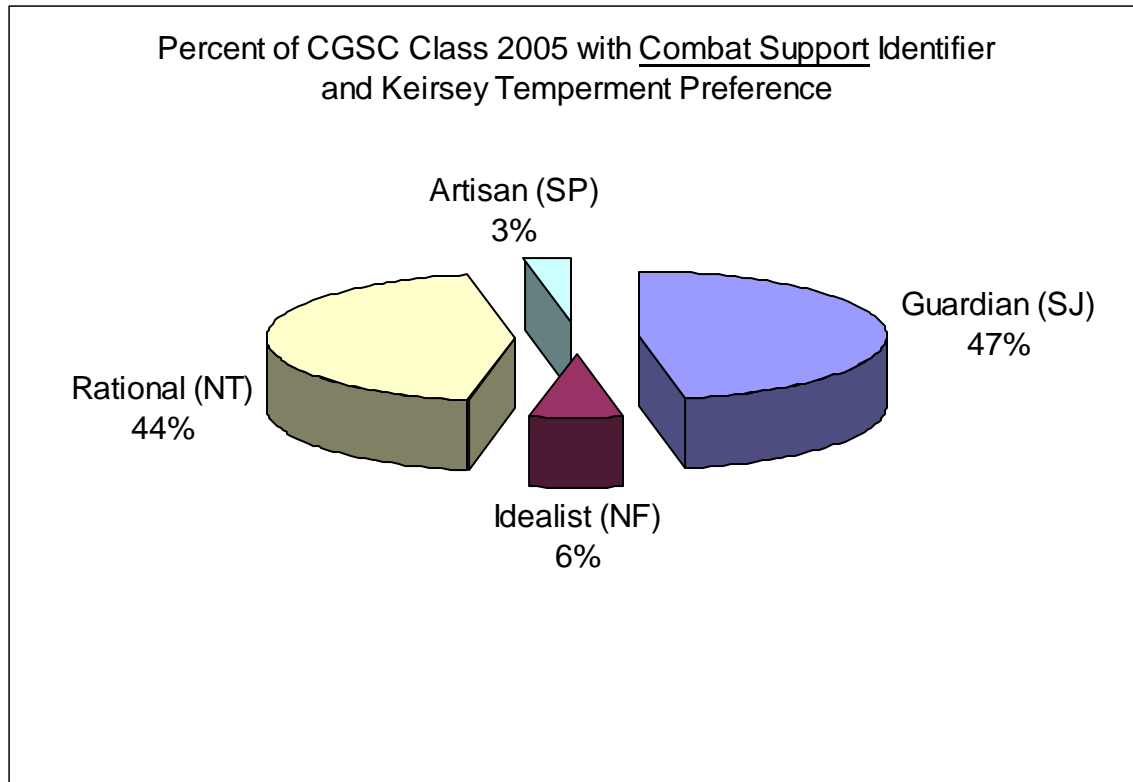


Figure 8. Keirsey Temperament Preference for CGSC Students in the Combat Support Identifier (30 SJ, 4 NF, 28 NT, 2 SP)

Figure 9 shows that Guardians and Rationals are the dominant Keirsey Temperaments with 48 out of 56 total subjects (85.7% of Combat Service Support is SJ or NT). Percentages in this figure are based on the total number of subjects in Combat Service Support.

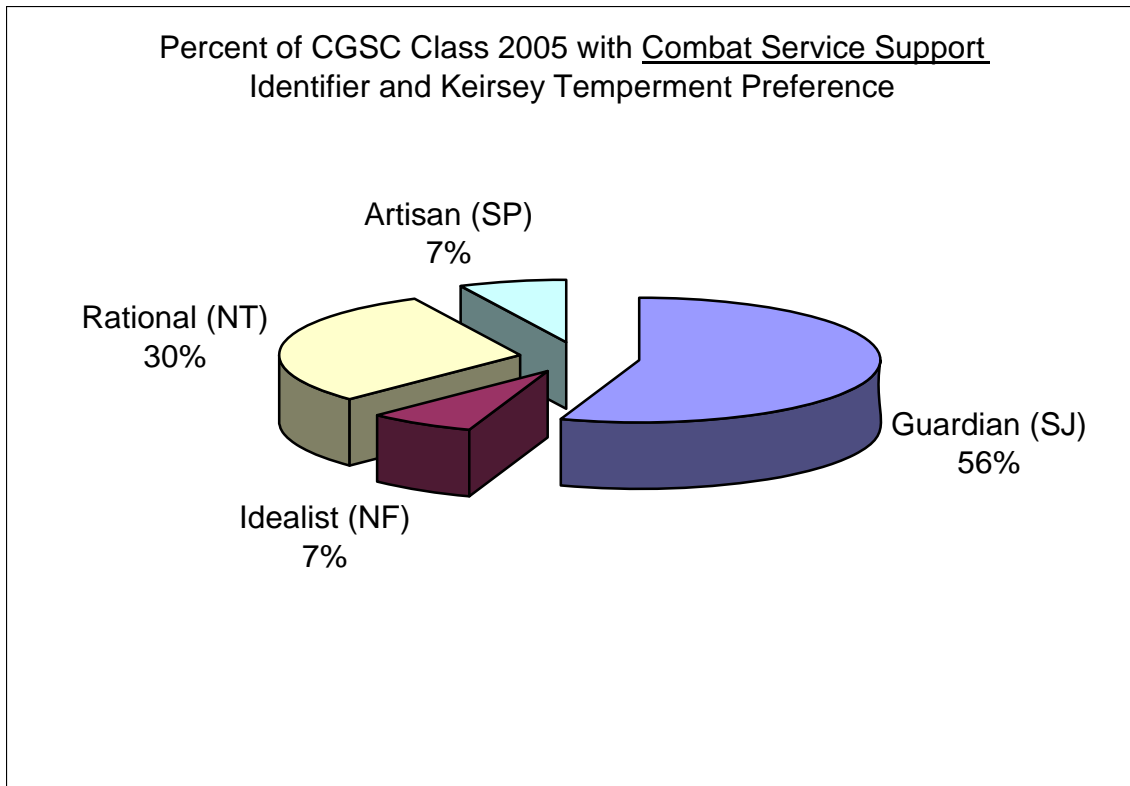


Figure 9. Keirsey Temperament Preference for CGSC Students in Combat Service Support (31 SJ, 4 NF, 17 NT, 4 SP)

Figure 10 shows that Guardians and Rationals are the dominant Keirsey Temperaments with 31 out of 40 total subjects (77.5% of Special Branches and Functional Areas are SJ or NT). This is to a lesser degree than the other CIs. Percentages in this figure are based on the total number of subjects in Special Branches and Functional Areas.

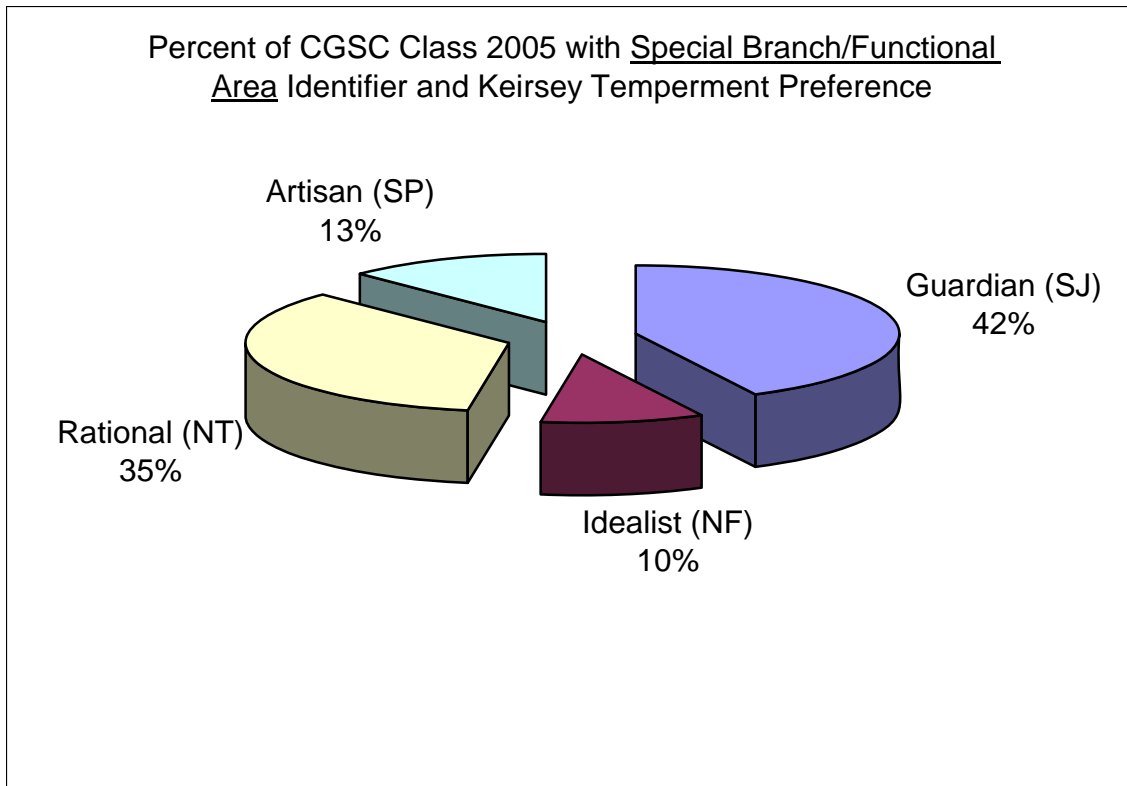


Figure 10. Keirsey Temperament Preference for CGSC Students in the Special Branches and Functional Areas (17 SJ, 4 NF, 14 NT, 5 SP)

A study done by LCDR Jane M. Moraski found in the US Marine Corps Command and Staff College class of 2001 that out of 428 students 218 (50.9%) preferred SJ temperaments, 124 (29%) preferred NT temperaments, 50 (11.7%) preferred SP temperaments, and 35 (8.2%) preferred NF temperaments.<sup>9</sup> These figures are very similar to those reported in (refer MC study table about Sample) this study (Figure 11).

LCDR Moraski concludes that ISTJ, ESTJ, ENTJ, and INTJ accounts for approximately 78% of all middle grade to senior officers in the United States military of which the majority demonstrate a preference for thinking and judging.<sup>10</sup> Note that these are also defined as NT and SJ temperaments based on Keirsey's theories. This data is compared with US Army CGSC Class 2005 in figure 11.



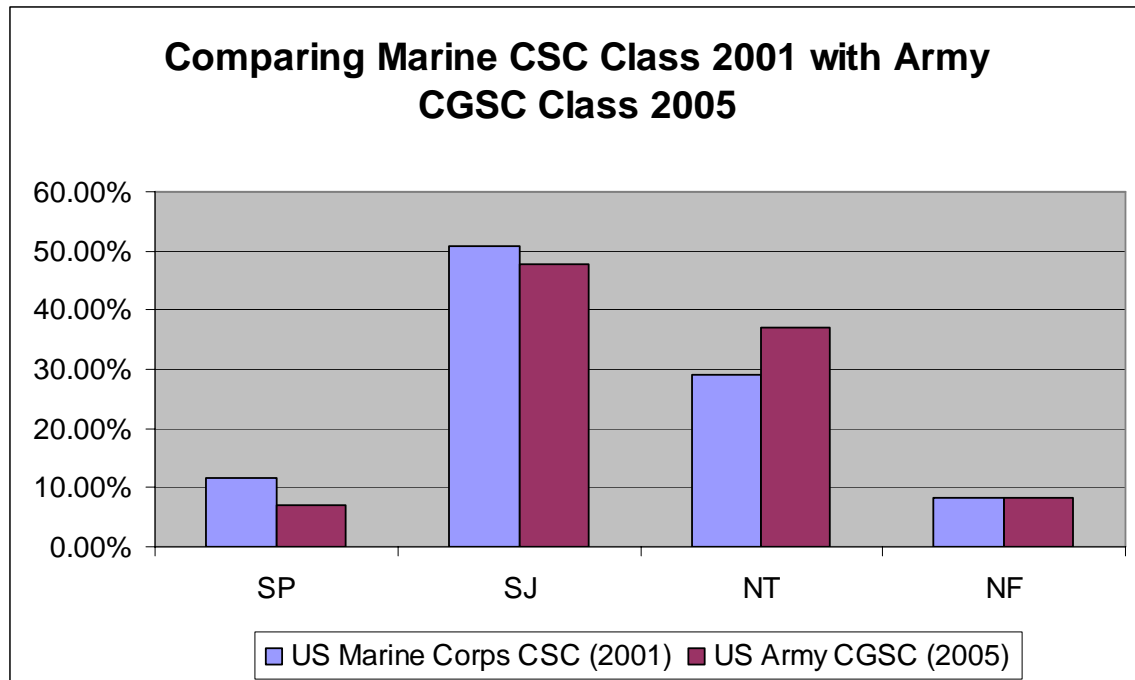


Figure 11. Keirsey Temperaments Compared Between Two Different Military Graduate Schools

Each temperament for the Army CGSC class 2005 is illustrated in the following pages. Figures 12 through 15 show the breakdown of Keirsey Temperaments by Combat Identifier. As seen in previous figures SJs and NJs are dominant. A large number of these temperaments are found in the military as compared to the Marine CSC in Figure 11 above.

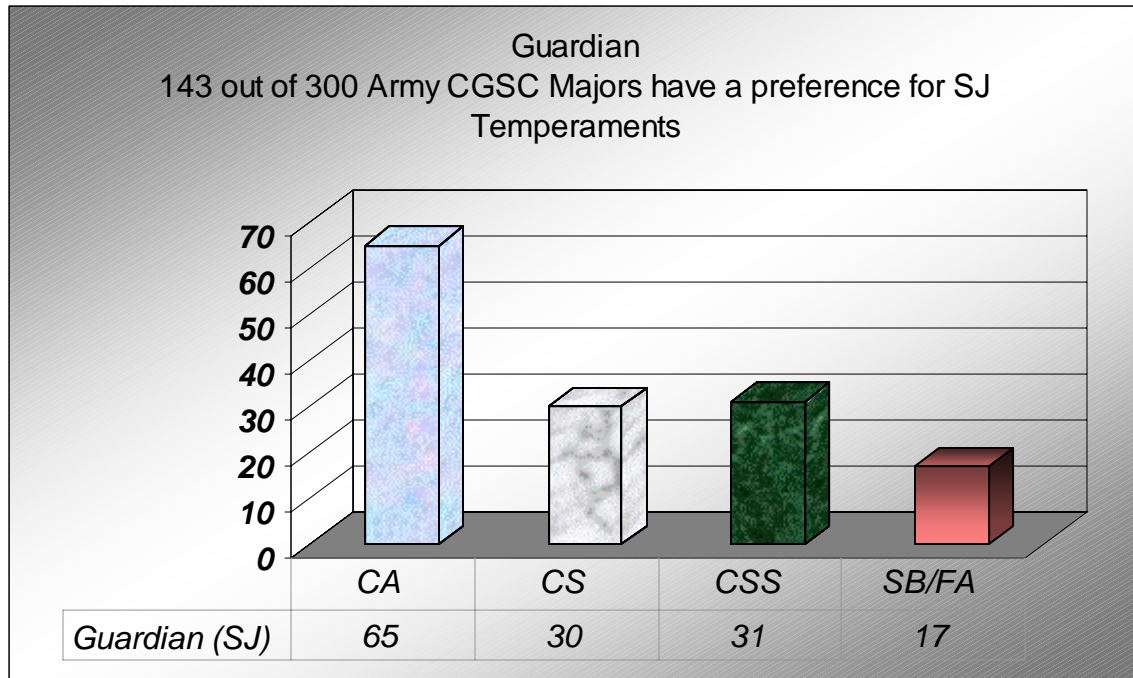


Figure 12. Number of Subjects Within Combat Identifiers With a Preference for the SJ  
Temperament  
(47.6% of subjects surveyed preferred SJ)

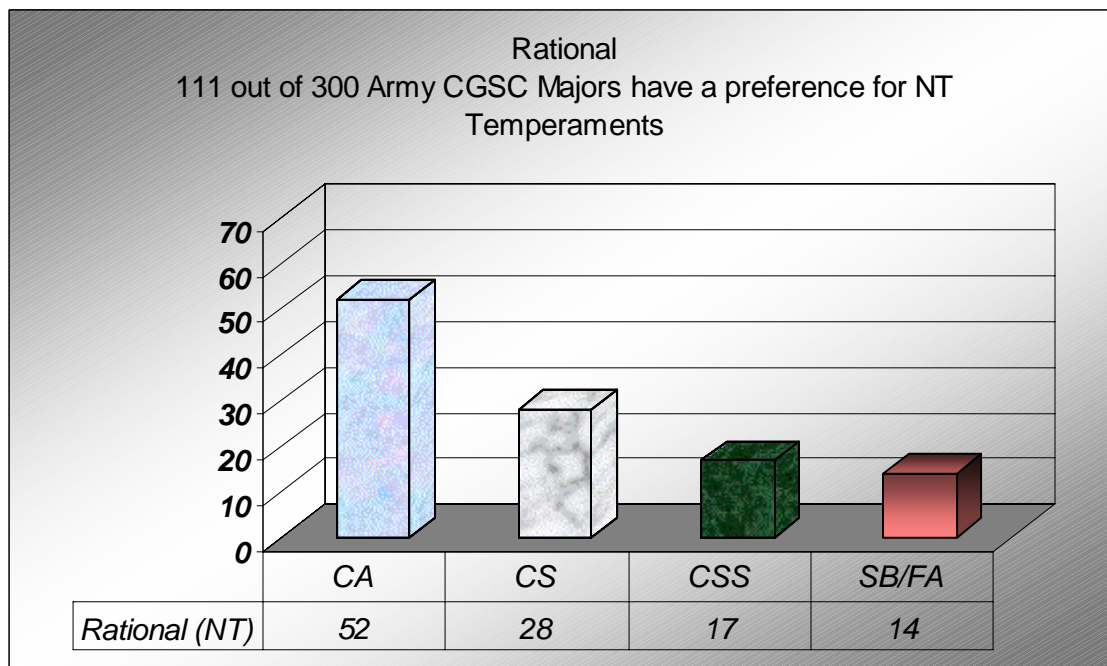


Figure 13. Number of subjects within Combat Identifiers with a preference for the NT  
temperament  
(37% of subjects surveyed preferred NT)

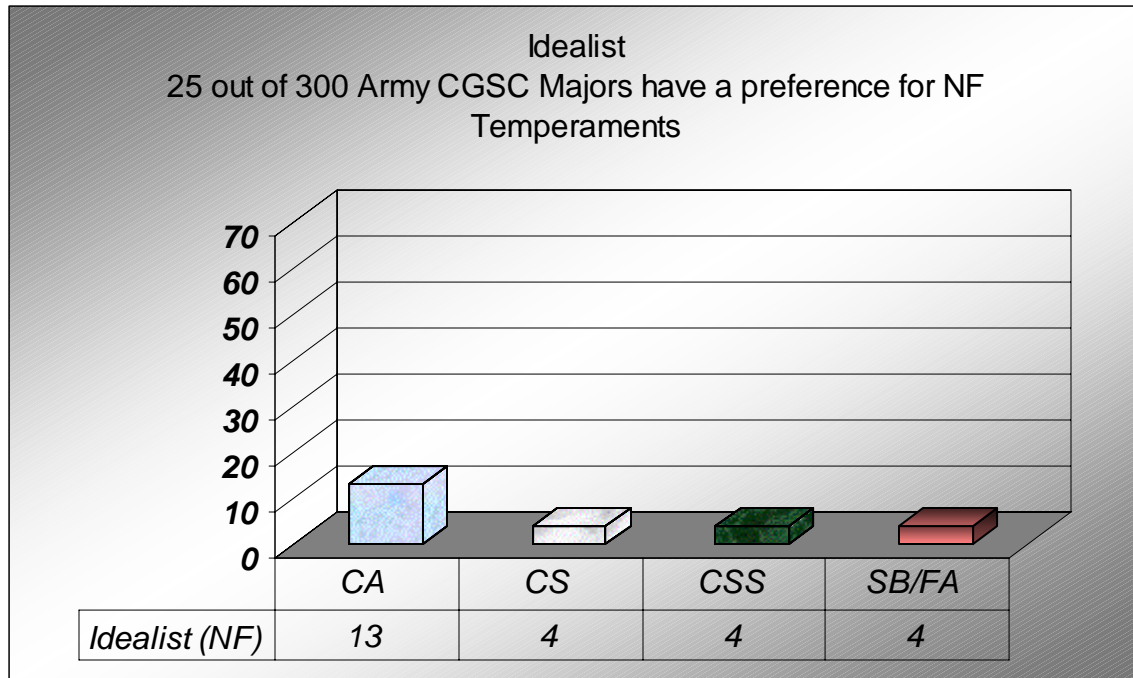


Figure 14. Number of subjects within Combat Identifiers with a preference for the NF temperament  
(8.3% of subjects surveyed preferred NF)

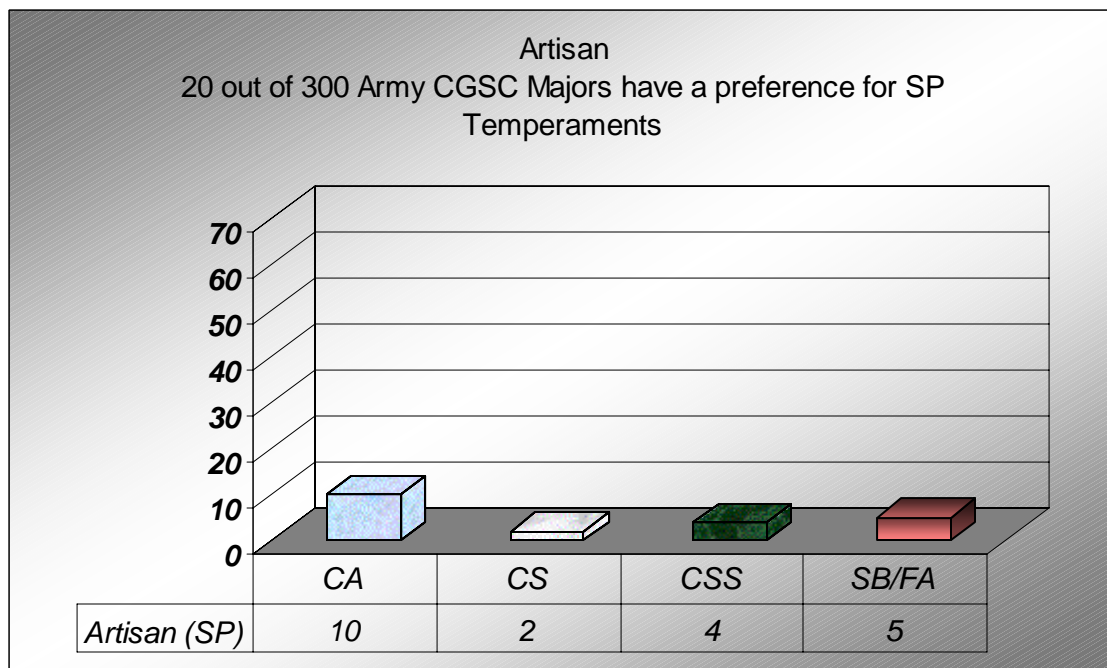


Figure 15. Number of subjects within Combat Identifiers with a preference for the SP temperament  
(7% of subjects surveyed preferred SP)

## Conclusion

Hypothesis: There is no correlation between Army CI, personality type and career. Based on the data obtained in this study, the null hypothesis is false. The results are limited to 300 successful Army Majors. The results of this study support the theory that certain personality types are successful within specific Combat Identifiers. Why is it important to consider personality when determining an officer's career? Each temperament has its strengths and weaknesses. By taking personality or temperament into consideration an officer can be directed and counseled to choose careers that are supported by temperament. It will help leaders prepare for their weaknesses based on the knowledge of their preferences. For example, ENTJ tends to be very verbal in communication yet abstract in the use of words. Information is obtained through instinct and decisions are based on personal knowledge. They are dedicated to the object of their goals and cannot be swayed once they have made up their mind that it is the right thing to do. They will stick to the accomplishment of the goal without much in the way of variation.<sup>11</sup>

If an officer is an ISFP their communication is less verbal and more introspective. They understand information they can gather with their five senses and interpret the information literally and scientifically. They are concerned about how their decision will affect those who must carry out the mission. They are also capable of changing their methods to accomplish the assignment as new information comes in and influences the outcome. So, how do these personality differences direct them to the right job?<sup>12</sup>

Is there a "typical" type of personality found in most jobs? According to this study the typical temperament found in combat arms and combat support are SJ (32%)

followed by NT (27%). SJs are scientific in their methods of gathering and processing information and determined and confident in their actions. NTs are instinctive leaders and like to deal objectively with each situation.

Are certain types of people drawn to particular occupational fields? Since this study is based on only successful Majors in the United States Army these results indicate that most are in their preferred occupation. It is assumed those who were not satisfied in either changed their branch or chose to end their career in the Army and seek employment elsewhere. Could personality have anything to do with success and satisfaction in a job? Of the Majors surveyed 90% said they were happy in their career fields, 4% stated they were unsure, and 6% indicated they were not happy in their current career path.

Is there a correlation between personality, an officer's current combat identifier and job satisfaction in the Army? The results of this study indicate there is a direct correlation between job satisfaction and personality in its relation to the officer's combat identifier.

Army Command and General Staff School is populated with successful officers in middle-upper management. With the results of this survey, it can be concluded that NTs and SJs are compatible and successful in military service. However, data is not available to determine if there would be similar results since unsuccessful officers were not included in this study. Combat Arms career paths in particular, attract Rationals and Guardians.

Recruiters could focus their recruiting on the personality types most likely to be hired if the Army were to purchase or develop a personality type indicator and provide

the instrument to high school and college students and the public at large. The Army can retain this data for future reference. This does not mean an applicant should be turned away if they do not display certain temperaments or character types. What this assessment tool does provide is an indication of what career fields new soldiers/cadets may potentially be best suited for. The MBTI should be coupled with personal selection and career counseling and applicants who pass all other entrance criteria should complete the MBTI to assist in their career field selection.

Due to the limited population available in the CGSC, it is recommended that further research be done in this area. Additional populations should include officers who do not stay past their original obligation, junior officers at the midpoint of their obligation, senior enlisted soldiers (E6-E9), Junior NCOs (E4 Corporal and E5), and junior enlisted. Soldiers who decided not to reenlist should be surveyed as to why they left the service and offered the MBTI. Extensive data may indicate if there is a relationship between career paths and compatible personalities..

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<sup>1</sup>David Keirsey, *Please Understand Me II* (Del Mar, CA: Prometheus Nemesis Book Company, 1998).

<sup>2</sup>As of 4 June 2005, available from <http://www.Keirsey.com/cgi-bin/stats.cgi>; Internet.

<sup>3</sup>Subjects were given space to write their reasons for making a career of the Army. Comment is from the notes portion of this study's survey.

<sup>4</sup>Ibid.

<sup>5</sup>Ibid.

<sup>6</sup>Goddard, Dick, *Dick Goddard's Almanac 2005*, Gray & Company, Cleveland, OH, 2004

<sup>7</sup>Oliver Holden, *Sacred Dirges, Hymns, and Anthems, Commemorative of the Death of General George Washington, the Guardian of his Country, and the Friend of Man. An Original Composition. By a Citizen of Massachusetts* (Boston: I. Thomas and E. T. Andrews, 1800); available from <http://gwpapers.virginia.edu/project/exhibit/mourning/legacy.html>; Internet; accessed 20 May 2005

<sup>8</sup>Component is defined as Active Duty, Army National Guard, and Army Reserves.

<sup>9</sup>Jane M. Moraski, “Leadership: The Personality Factor” (Quantico, VA, 12 April 2001).

<sup>10</sup>*Ibid.*, Conclusion, 46.

<sup>11</sup>Otto Kroeger and Janet M. Thuesen, *Type Talk at Work* (New York, NY: Dell Publishing, 1992).

<sup>12</sup>*Ibid.*

## APPENDIX A

### DA PAMPHLET 600-3, CHAPTER 8

Department of the Army Pamphlet 600–3, Chapter 8<sup>1</sup>  
The Officer Personnel Management System and Career Management

#### **8–2. Career branches**

*a. Definition.* A branch is a grouping of officers that comprises an arm or service of the Army in which, as a minimum, officers are commissioned, assigned, developed and promoted through their company grade years. Officers are accessed into a single basic branch and will hold that branch designation, which is later augmented between the 5th and 6th years of service with a functional area. An accession branch admits officers upon commissioning; a nonaccession branch admits experienced officers from the accession branches. With the exception of Special Forces, all other branches are accession branches. Special Forces recruits officers with a minimum of 3 years experience. (See chapter 15 for further discussion.) Officers will serve their first 8 to 12 years developing the leadership and tactical skills associated with their branch. They will continue to wear their branch insignia throughout their military service. All career branches are in the Operations Career Field.

*b. Assignments.* Through company grade years, most officers will serve predominately in positions from within their basic branch. Some officers will serve in functional area or branch/functional area generalist positions (not related to a specific branch or functional area) after they are branch qualified as captains. Following Career Field designation, officers will be assigned to positions within their Career Field (basic branch or FA) or to generalist positions. This type of assignment pattern promotes assignment stability and development within a branch or functional area.

*c. Branch categories.* The branches of the Army are categorized in the paragraphs below. Some branches may fall under more than one category as noted in AR 600-3, paragraph 3-2.

(1) *Combat arms branches and codes.*

(a) Infantry (11)

(b) Armor (12)

(c) Field Artillery (13)

(d) Air Defense Artillery (14)

(e) Aviation (15)

(f) Special Forces (18)

(g) Corps of Engineers (21)

(2) *Combat support branches and codes.*

(a) Signal Corps (25)

(b) Military Police Corps (31)

(c) Military Intelligence Corps (35)

(d) Civil Affairs (Reserve Component only) (38)

(e) Chemical Corps (74)

(3) *Combat service support branches and codes.*

(a) Adjutant General Corps (42)



- (b) Finance Corps (44)
- (c) Transportation Corps (88)
- (d) Ordnance Corps (91)
- (e) Quartermaster Corps (92)
- (4) *Special branches and codes.*
- (a) Judge Advocate General's Corps (55)
- (b) Chaplain Corps (56)
- (c) Medical Corps (60-62)
- (d) Dental Corps (63)
- (e) Veterinary Corps (64)
- (f) Army Medical Specialists (65)
- (g) Army Nurse corps (66)
- (h) Medical Service Corps (67-68)

### **8-3. Functional areas**

*a. Definition.* A functional area is a grouping of officers by technical specialty or skill, which usually requires significant education, training and experience. An officer receives his or her functional area between the 5th and 6th years of service. Individual preference, academic background, manner of performance, training and experience, and needs of the Army are all considered during the designation process.

*b. Assignments.* Depending on FA educational requirements, professional timelines of the individual officer and individual preference, officers may serve in a functional area assignment during their company grade years after they have completed branch qualification requirements. After Career Field designation, with the exception of Multifunctional Logistician Program (FA 90) officers, functional area officers not serving in the Operations Career Field will no longer serve in their basic branch. FA 90 positions are filled by officers from Transportation Corps (Br 88), Ordnance Corps (Br 91), Quartermaster Corps (Br 92), Aviation (AOC 15D) and Medical Service Corps (MFA 67A); all of whom remain affiliated with their branch. FA 39, FA 51 and FA 90 are the only functional areas that afford command opportunity. (See their respective chapters for further discussion.)

*c. Officer functional areas and codes (by Career Field).*

(1) *Operations Career Field.*

- (a) Psychological Operations/Civil Affairs (39)
- (b) Multifunctional Logistician Program (90)

(2) *Institutional Support Career Field.*

- (a) Human Resource Management (43)
  - (b) Comptroller (45)
  - (c) Academy Professor, United States Military Academy (47)
  - (d) Operations Research/Systems Analysis (49)
  - (e) Force Management (50)
  - (f) Nuclear Research and Operations (52)
  - (g) Strategic Plans and Policy (59)
- (3) *Information Operations Career Field.*
- (a) Information Systems Engineering (24)
  - (b) Information Operations (30)

- (c) Strategic Intelligence (34)
- (d) Space Operations (40)
- (e) Public Affairs (46)
- (f) Information Systems Management (53)
- (g) Simulations Operations (57)
- (4) *Operational Support Career Field.*
- (a) Foreign Area Officer (48)
- (b) Army Acquisition Corps (51)

## APPENDIX B

### SURVEY RESULTS

#### MBTI Personality Charts for CGSC 2005

Table 7. Results of 300 surveys regardless of Career Path					
	Sensing	Sensing	iNtuitive	iNtuitive	
Introvert	74 (24.7%)	6 (2%)	5 (1.7%)	41 (13.7%)	Judging
Introvert	13 (4.3%)	2 (.7%)	10 (3.3%)	9 (3%)	Perceptive
Extrovert	4 (1.3%)	2 (.7%)	4 (1.3%)	14 (4.7%)	Perceptive
Extrovert	53 (17.7%)	10 (3.3%)	6 (2%)	47 (15.7%)	Judging
	Thinking	Feeling	Feeling	Thinking	

Table 8. US Average					
	Sensing	Sensing	iNtuitive	iNtuitive	
Introvert	11.6%	13.8%	1.46%	2.1%	Judging
Introvert	5.4%	8.8%	4.4%	3.3%	Perceptive
Extrovert	4.3%	8.5%	8.1%	3.2%	Perceptive
Extrovert	8.7%	12.3%	2.5%	1.8%	Judging
	Thinking	Feeling	Feeling	Thinking	

Source<sup>2</sup>

Table 9. Results based on Kersey Pairs using raw data						
	Extrovert (E)	Introvert (I)	Thinking (T)	Feeling (F)	Sensing (S)	iNtuition (N)
Judging (J)	116	126	215	27	143	99
Perception (P)	24	34	40	18	21	37
Sensing (S)	69	95	144	20		
iNtuition (N)	71	65	111	25		
Thinking (T)	118	137				
Feeling (F)	22	23				

Table 10.      Percent of results based on 300 returned surveys.						
	Extrovert (E)	Introvert (I)	Thinking (T)	Feeling (F)	Sensing (S)	Intuition (N)
Judging (J)	39%	42%	72%	9%	48%	33%
Perception (P)	8%	11%	13%	6%	7%	12%
Sensing (S)	23%	32%	48%	7%		
Intuition (N)	24%	22%	37%	8%		
Thinking (T)	39%	46%				
Feeling (F)	7%	8%				

Raw Data charts based on 4 letter MBTI results from CGSC Class 2005 survey

Table 11. ENFJ				
	Happy[i]	Unhappy	In Preferred Branch[ii]	Not In Preferred Branch
Combat Arms	3	0	3	0
Combat Support	1	0	1	0
Combat Service Support	1	0	1	0
Special Branches/ Functional Areas	1	0	1	0

Table 12. ENFP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	2	0	2	0
Combat Support	0	0	0	0
Combat Service Support	0	1	0	1
Special Branches/ Functional Areas	1	0	1	0

Table 13. ENTJ				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	27	2	26	1
Combat Support	5	0	5	0
Combat Service Support	5	3	6	3
Special Branches/ Functional Areas	6	0	6	0

Table 14. ENTP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	6	0	6	0
Combat Support	5	0	4	0
Combat Service Support	2	0	2	1
Special Branches/ Functional Areas	1	0	1	0

Table 15. ESFJ				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	4	0	4	0
Combat Support	1	0	1	0
Combat Service Support	2	2	3	1
Special Branches/ Functional Areas	1	0	1	0

Table 16. ESFP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	1	0	1	0
Combat Support	0	0	0	0
Combat Service Support	0	0	0	0
Special Branches/ Functional Areas	1	0	1	0

Table 17. ESTJ				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	25	1	24	2
Combat Support	7	2	5	4
Combat Service Support	9	1	9	0
Special Branches/ Functional Areas	7	1	8	0

Table 18. ESTP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	0	1	1	0
Combat Support	2	0	2	0
Combat Service Support	1	0	0	1
Special Branches/ Functional Areas	0	0	0	0

Table 19. INFJ				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	3	0	3	0
Combat Support	1	0	1	0
Combat Service Support	0	0	0	0
Special Branches/ Functional Areas	1	0	1	0

Table 20. INFP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	6	0	6	0
Combat Support	1	1	1	1
Combat Service Support	2	0	2	0
Special Branches/ Functional Areas	1	0	1	0

Table 21. INTJ				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	13	1	12	2
Combat Support	11	4	14	1
Combat Service Support	6	0	5	1
Special Branches/ Functional Areas	5	1	5	1

Table 22. INTP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	3	0	3	0
Combat Support	3	0	3	0
Combat Service Support	0	1	0	1
Special Branches/ Functional Areas	2	0	2	0

Table 23. ISFJ				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	0	0	0	0
Combat Support	1	1	1	1
Combat Service Support	3	0	3	0
Special Branches/ Functional Areas	1	0	1	0

Table 24. ISFP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	1	0	1	0
Combat Support	0	0	0	0
Combat Service Support	0	0	0	0
Special Branches/ Functional Areas	1	0	1	0

Table 25. ISTJ				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	32	3	34	1
Combat Support	16	2	14	4
Combat Service Support	13	1	12	2
Special Branches/ Functional Areas	7	0	7	0

Table 26. ISTP				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	7	0	6	1
Combat Support	0	0	0	0
Combat Service Support	1	2	1	2
Special Branches/ Functional Areas	3	0	3	0

Raw Data based on MBTI single letter results

Table 27.      Introvert (I)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	64	4	63	5
Combat Support	33	8	34	7
Combat Service Support	25	4	23	6
Special Branches/ Functional Areas	20	2	20	2

Table 28.      Extrovert (E)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	68	4	67	5
Combat Support	21	2	18	5
Combat Service Support	20	7	20	7
Special Branches/ Functional Areas	18	0	18	0

Table 29.      Sensor (S)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	70	5	71	4
Combat Support	27	5	23	9
Combat Service Support	29	6	28	7
Special Branches/ Functional Areas	21	1	21	1

Table 30.      iNtuit (N)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	62	3	59	6
Combat Support	27	5	29	3
Combat Service Support	16	5	15	6
Special Branches/ Functional Areas	17	1	17	1



Table 31. Feelers (F)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	19	0	19	0
Combat Support	5	2	5	2
Combat Service Support	8	3	9	2
Special Branches/ Functional Areas	8	0	8	0

Table 32. Thinkers (T)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	113	8	111	10
Combat Support	49	8	47	10
Combat Service Support	37	8	34	11
Special Branches/ Functional Areas	30	2	30	2

Table 33. Perceivers (P)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	25	1	25	1
Combat Support	11	1	10	2
Combat Service Support	6	4	5	5
Special Branches/ Functional Areas	9	1	9	1

Table 34. Judgers (J)				
	Happy	Unhappy	In Preferred Branch	Not In Preferred Branch
Combat Arms	107	7	105	9
Combat Support	43	9	42	10
Combat Service Support	39	7	38	8
Special Branches/ Functional Areas	29	1	29	1

Table 35. Branch Classification

<b>MBTI</b>		<b>CA</b>	<b>CS</b>	<b>CSS</b>	<b>SB</b>	<b>FAs</b>	<b>Total</b>
<b>ISTP</b>	Count	7	0	3	1	2	13
	Expected Count	6.1	2.8	2.4	1	0.7	13
	% within MBTI	53.80%	0.00%	23.10%	7.70%	15.40%	100.00%
	% within BRSVC	5.00%	0.00%	5.40%	4.30%	11.80%	4.30%
	% of Total	2.30%	0.00%	1.00%	0.30%	0.70%	4.30%
<b>ISTJ</b>	Count	35	18	14	5	2	74
	Expected Count	34.5	15.8	13.8	5.7	4.2	74
	% within MBTI	47.30%	24.30%	18.90%	6.80%	2.70%	100.00%
	% within BRSVC	25.00%	28.10%	25.00%	21.70	11.80%	24.70%
	% of Total	11.70%	6.00%	4.70%	1.70%	0.70%	24.70%
<b>ISFP</b>	Count	1	0	0	0	1	2
	Expected Count	0.9	0.4	0.4	0.2	0.1	2
	% within MBTI	50.00%	0.00%	0.00%	0.00%	50.00%	100.00%
	% within BRSVC	0.70%	0.00%	0.00%	0.00%	5.90%	0.70%
	% of Total	0.30%	0.00%	0.00%	0.00%	0.30%	0.70%
<b>ISFJ</b>	Count	0	2	3	1	0	6
	Expected Count	2.8	1.3	1.1	0.5	0.3	6
	% within MBTI	0.00%	33.30%	50.00%	16.70	0.00%	100.00%
	% within BRSVC	0.00%	3.10%	5.40%	4.30%	0.00%	2.00%
	% of Total	0.00%	0.70%	1.00%	0.30%	0.00%	2.00%
<b>INTP</b>	Count	3	3	1	2	0	9
	Expected Count	4.2	1.9	1.7	0.7	0.5	9
	% within MBTI	33.30%	33.30%	11.10%	22.20	0.00%	100.00%
	% within BRSVC	2.10%	4.70%	1.80%	8.70%	0.00%	3.00%
	% of Total	1.00%	1.00%	0.30%	0.70%	0.00%	3.00%
<b>INTJ</b>	Count	14	15	6	3	3	41
	Expected Count	19.1	8.7	7.7	3.1	2.3	41
	% within MBTI	34.10%	36.60%	14.60%	7.30%	7.30%	100.00%
	% within BRSVC	10.00%	23.40%	10.70%	13.00	17.60%	13.70%
	% of Total	4.70%	5.00%	2.00%	1.00%	1.00%	13.70%

<b>INFP</b>	Count	5	2	2	1	0	10
	Expected Count	4.7	2.1	1.9	0.8	0.6	10
	% within MBTI	50.00%	20.00%	20.00%	10.00%	0.00%	100.00%
	% within BRSVC	3.60%	3.10%	3.60%	4.30%	0.00%	3.30%
	% of Total	1.70%	0.70%	0.70%	0.30%	0.00%	3.30%
<b>INFJ</b>	Count	3	1	0	1	0	5
	Expected Count	2.3	1.1	0.9	0.4	0.3	5
	% within MBTI	60.00%	20.00%	0.00%	20.00%	0.00%	100.00%
	% within BRSVC	2.10%	1.60%	0.00%	4.30%	0.00%	1.70%
	% of Total	1.00%	0.30%	0.00%	0.30%	0.00%	1.70%
<b>ESTP</b>	Count	1	2	1	0	0	4
	Expected Count	1.9	0.9	0.7	0.3	0.2	4
	% within MBTI	25.00%	50.00%	25.00%	0.00%	0.00%	100.00%
	% within BRSVC	0.70%	3.10%	1.80%	0.00%	0.00%	1.30%
	% of Total	0.30%	0.70%	0.30%	0.00%	0.00%	1.30%
<b>ESTJ</b>	Count	26	9	10	5	3	53
	Expected Count	24.7	11.3	9.9	4.1	3	53
	% within MBTI	49.10%	17.00%	18.90%	9.40%	5.70%	100.00%
	% within BRSVC	18.60%	14.10%	17.90%	21.70%	17.60%	17.70%
	% of Total	8.70%	3.00%	3.30%	1.70%	1.00%	17.70%
<b>ESFP</b>	Count	1	0	0	1	0	2
	Expected Count	0.9	0.4	0.4	0.2	0.1	2
	% within MBTI	50.00%	0.00%	0.00%	50.00%	0.00%	100.00%
	% within BRSVC	0.70%	0.00%	0.00%	4.30%	0.00%	0.70%
	% of Total	0.30%	0.00%	0.00%	0.30%	0.00%	0.70%
<b>ESFJ</b>	Count	4	1	4	0	1	10
	Expected Count	4.7	2.1	1.9	0.8	0.6	10
	% within MBTI	40.00%	10.00%	40.00%	0.00%	10.00%	100.00%
	% within BRSVC	2.90%	1.60%	7.10%	0.00%	5.90%	3.30%
	% of Total	1.30%	0.30%	1.30%	0.00%	0.30%	3.30%
<b>ENTP</b>	Count	6	5	2	0	1	14
	Expected Count	6.5	3	2.6	1.1	0.8	14
	% within MBTI	42.90%	35.70%	14.30%	0.00%	7.10%	100.00%
	% within BRSVC	4.30%	7.80%	3.60%	0.00%	5.90%	4.70%
	% of Total	2.00%	1.70%	0.70%	0.00%	0.30%	4.70%

<b>ENTJ</b>	Count	29	5	8	2	3	47
	Expected Count	21.9	10	8.8	3.6	2.7	47
	% within MBTI	61.70%	10.60%	17.00%	4.30%	6.40%	100.00%
	% within BRSVC	20.70%	7.80%	14.30%	8.70%	17.60%	15.70%
	% of Total	9.70%	1.70%	2.70%	0.70%	1.00%	15.70%
<b>ENFP</b>	Count	2	0	1	0	1	4
	Expected Count	1.9	0.9	0.7	0.3	0.2	4
	% within MBTI	50.00%	0.00%	25.00%	0.00%	25.00%	100.00%
	% within BRSVC	1.40%	0.00%	1.80%	0.00%	5.90%	1.30%
	% of Total	0.70%	0.00%	0.30%	0.00%	0.30%	1.30%
<b>ENFJ</b>	Count	3	1	1	1	0	6
	Expected Count	2.8	1.3	1.1	0.5	0.3	6
	% within MBTI	50.00%	16.70%	16.70%	16.70%	0.00%	100.00%
	% within BRSVC	2.10%	1.60%	1.80%	4.30%	0.00%	2.00%
	% of Total	1.00%	0.30%	0.30%	0.30%	0.00%	2.00%
<b>Total</b>	Count	140	64	56	23	17	300
	Expected Count	140	64	56	23	17	300
	% within MBTI	46.70%	21.30%	18.70%	7.70%	5.70%	100.00%
	% within BRSVC	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	% of Total	46.70%	21.30%	18.70%	7.70%	5.70%	100.00%

## APPENDIX C

### CAREER SATISFACTION SURVEY

#### MMAS

**Section Adjutants** - Please give one survey and bubble sheet to US Army officers. As you receive the completed surveys and bubble sheets back place them with remaining blank sets in the envelopes provided. Each envelope has the Staff Group number on it. Please put the surveys in the correct envelope according to Staff Group. Seal the envelope and sign over the seal. Bring completed sets to room 132 and place them in the secure lock box provided NLT Thursday, 17 March 2005. Thank you for your assistance.

**Army student officers** – My name is Major Laura Garren. I am a student here at CGSC in staff group 4D. I am doing my MMAS on Career satisfaction of Army officers. To complete my research on the subject I need your input. If you don't mind yet one more thing to do could you please help me. The survey should not take more than 10 minutes to complete.

Attached is a survey on Army career satisfaction. You will need the information you received on your Myers-Briggs Type Indicator. This is the form we filled out to indicate what type of personality group we were in so we could get to know ourselves better. I hope you remember what yours was as you will need your letters group for one of the questions on this survey.

Please fill in the bubble next to corresponding number to the question on the attached bubble sheet. You may take this survey home and return it to your Section S-1 NLT Wednesday, 16 March 2005. Keep the survey and bubble sheet together. Thank you for helping me out with this project.

The first 8 questions are demographics information only. The survey begins with question 8 and there are eight (8) questions. I will turn your response sheets into the Quality Assurance and Evaluation Office (QA&E) formally Development and Assessment Division (DAD) for processing. QA&E will provide only the results of your answers. Your privacy and information are protected at all times.

To the best of my knowledge, there is no risk to you in taking this survey. The information you provide will be used in a study on career satisfaction among Army officers. Along with other research this information will assist in determining factors to improve career satisfaction for US Army officers.

This survey is voluntary. If you do not wish to participate record your student number on the survey only and return the survey and blank bubble sheet to the Section S-1.

## Career Survey

DO NOT Put you name or social security number on this survey. For US Army Officers Only

<b>1 Age</b> a 20-29 b 30-39 c 40-50	<b>2 Component</b> a Active Duty/ Regular Army b National Guard c Reserve	<b>3 Years in service</b> a <10 b 10-14 c 15-20 d >20	<b>4 Gender</b> a Male b Female
<b>5 Branch (Combat Arms)</b> a Air Defense Arty b Armor c Aviation d Infantry e Field Artillery f Special Forces	<b>6 Branch (Combat Spt)</b> a Chemical b Engineers c Military Intel d Military Police e Signal Corps	<b>7 Branch (Combat Svc Spt)</b> a Adjutant General b Finance c Ordnance d Quartermaster e Transportation	<b>8 Branch (Non-Ops)</b> a Chaplain b Judge Advocate General c Civil Affairs d Medical Svc Corps e Nurse Corps f Other (Please describe on attached notes page)

Questions 9 and 10 are letter codes derived from the Myers-Briggs Type Indicator (MBTI) you took at the beginning of the school year. You need only answer one question 9 or 10.

9 MBTI letter results (part 1).

- a ISTJ
- b ISFJ
- c ISTP
- d ISFP
- e INFJ
- f INTJ
- g INFP
- h INTP

10 MBTI letter results (part 2).

- a ESTP
- b ESFP
- c ENFP
- d ENTP
- e ESTJ
- f ESFJ
- g ENFJ
- h ENTJ
- i Not sure

11 My MBTI score reflects my personality when

- a I am in uniform
- b I am not in uniform
- c Both a and b above
- d Neither ((Please describe on attached notes page))

<p>Answer the following questions based your level of agreement <u>a</u> (Strongly agree) to <u>e</u> (Strongly disagree)</p>
---

- 12 I am happy in my current branch (example: Armor, Ordnance, JAG, Infantry, etc..)
- a Strongly agree
  - b Somewhat agree
  - c Not sure
  - d Somewhat disagree
  - e Strongly disagree
- 13 I am in my preferred branch (example: Armor, Ordnance, JAG, Infantry, etc..)
- a Strongly agree
  - b Somewhat agree
  - c Not sure
  - d Somewhat disagree
  - e Strongly disagree
- 14 If not in your preferred branch would you prefer to be: (Choose one)
- a Combat Arms
  - b Combat Support
  - c Combat Service Support
  - d Non-Operational
- 15 I intend to retire at
- a < 20 years if early retirement is authorized
  - b 20 years
  - c > 20 years
  - d I intend to leave the service before retirement
  - e Undecided

Choose the answer that best describes your primary motivation for making the Army your career.

- 16 I am making a career of the Army (Choose one)
- a to support my family.
  - b for personal financial security
  - c because it is my patriotic duty
  - d other (Please describe on attached notes page)
  - e I don't know



NOTES PAGE.

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<sup>1</sup> Verbatim – Department of the Army Pamphlet 600–3, Chapter 8, Personnel—General Commissioned Officer Development and Career Management, Headquarters Department of the Army, Washington, DC 1 October 1998, para 8-2 and 8-3.

<sup>2</sup> MBTI statistics 1998, <http://www.infj.org/typestats.html>, accessed 18 May 2005